

A wide-angle photograph of the Calgary skyline at dusk. Numerous skyscrapers are illuminated with warm yellow and orange lights, contrasting with the deep blue twilight sky. The buildings vary in height and architectural style, with some featuring glass facades that reflect the sky.

2018 Corporate Employee Survey

City Wide Report

Prepared for The City of Calgary by:

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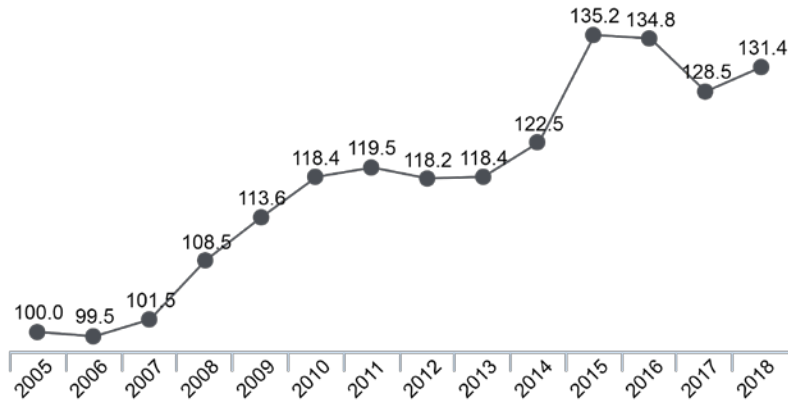
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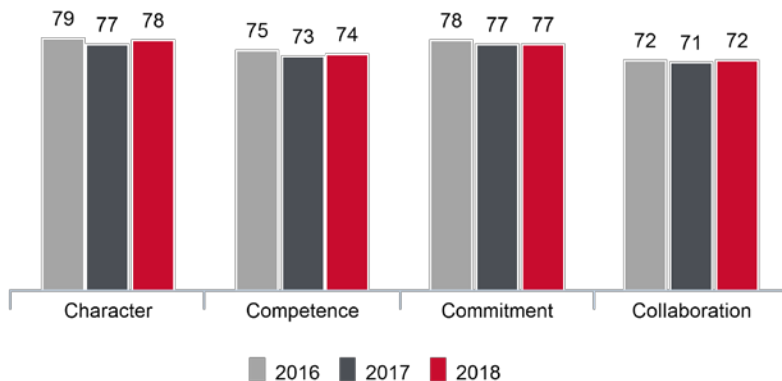
Satisfaction

Corporate Employee Satisfaction Index



4 Cs Framework

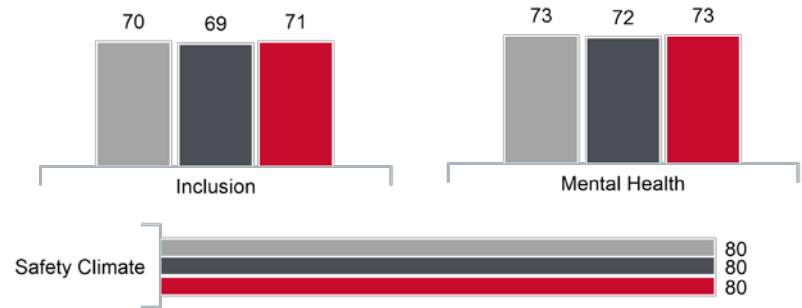
The essential qualities of The City



Note: Indices are calculated out of 100 and do not represent percentage of employees. The Satisfaction Index was given a baseline score of 100 in 2005, year-over-year differences are based on this baseline score.

Inclusion & Mental Health

An inclusive and psychologically safe workplace



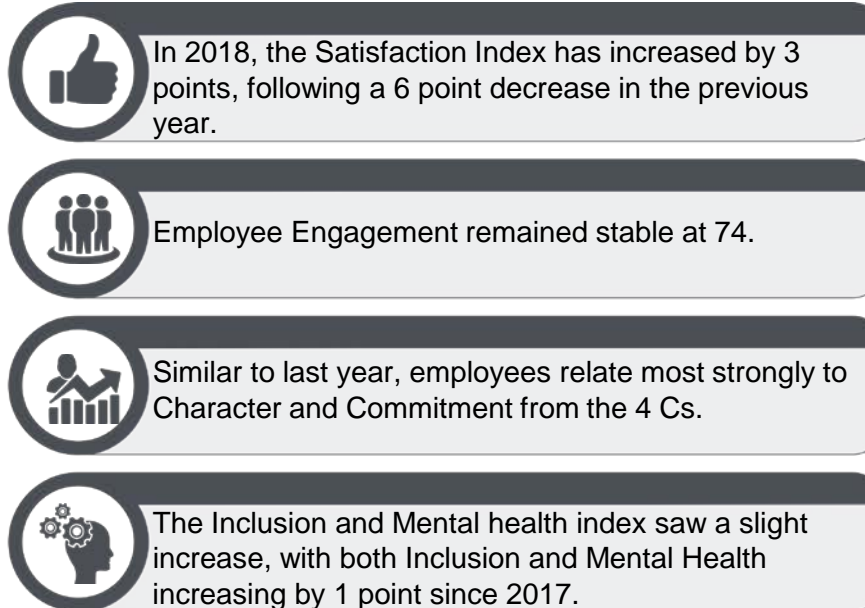
Engagement

Employee Engagement Index & Key Drivers



Executive Summary

Overview of Key Findings



In 2018, The City continues to collect feedback on measures that enable the new corporate culture. To reflect the latest industry standards, new measures were added in 2016. These new measures include a Mental Health Index and an Inclusion Index which will be key in creating an accessible, safe and inclusive workplace. These new measures supplement the Employee Engagement Index, the 4 Cs Framework and the Employee Satisfaction Index.

Response Rates

In total, 7,758 City employees completed the survey out of a total of 14,247 employees, yielding an overall completion rate of **54.5%**. This is a small increase of 1.5% from last year.

Response rates among:

- permanent employees remained the same at 58%
- temporary employees decreased 32 percentage points to 30%
- seasonal employees increased 14 percentage points to 41%
- online surveys increased by 11 percentage points to 81%
- paper-based surveys decreased by 13 percentage points to 19%

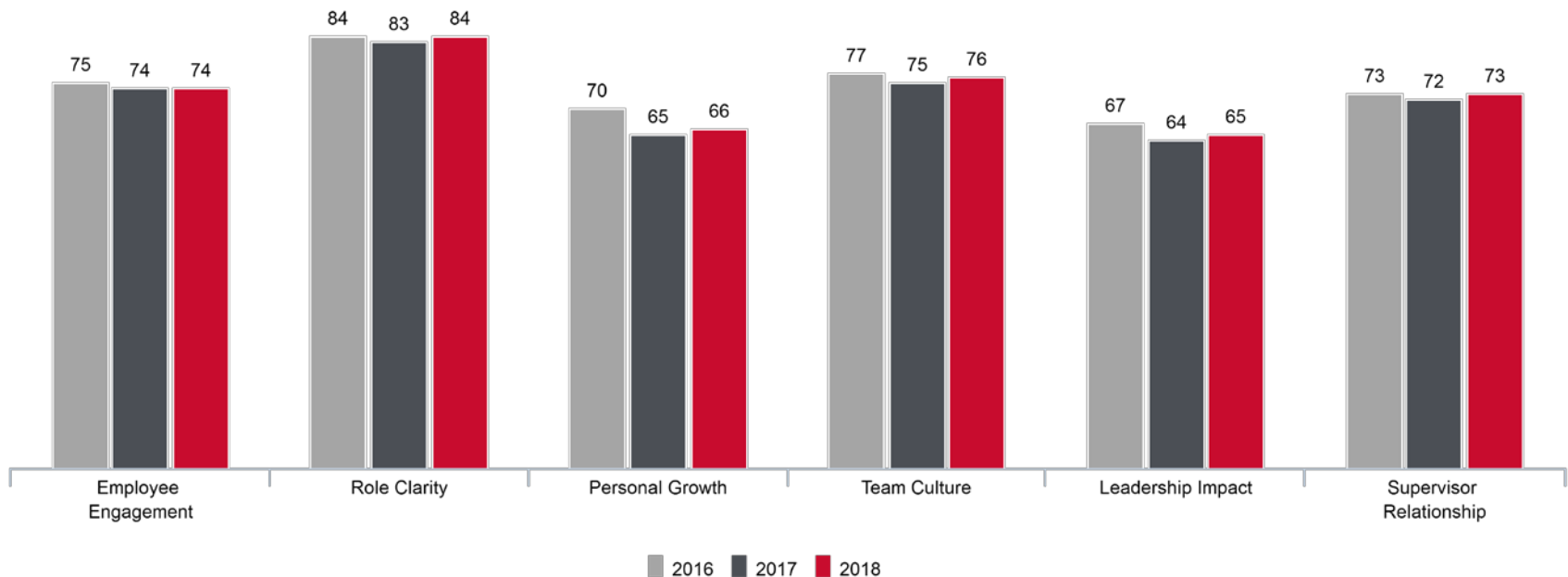
Executive Summary

Overview of Employee Engagement and Key Drivers

Employee Engagement

Results show a positive level of Employee Engagement, with strong performance in Role Clarity and Team Culture. Following decreases in each area in the previous year, each driver saw a 1 point increase in 2018.

Since experiencing a 1 point decrease in 2017, overall Employee Engagement has remained stable in 2018 at 74 points.



Executive Summary

Overview of Key Drivers by Department

	2018					
	Employee Engagement	Role Clarity	Personal Growth	Team Culture	Leadership Impact	Supervisor Relationship
The City of Calgary	74 (+0)	84 (+0)	66 (+1)	76 (+0)	65 (+1)	73 (+1)
Chief Financial Office	75 (+0)	85 (+1)	71 (+1)	80 (+0)	69 (+2)	79 (+2)
Community Services	75 (+0)	84 (+1)	66 (+1)	76 (+1)	65 (+2)	74 (+1)
Corporate Administration	87 (+9)	93 (+2)	84 (+4)	89 (+8)	89 (+6)	88 (+7)
Deputy City Manager	75 (+1)	84 (+2)	69 (+2)	78 (+1)	68 (+1)	75 (+1)
Planning and Development	70 (0)	82 (0)	65 (0)	76 (-1)	62 (+1)	73 (0)
Transportation	73 (+0)	83 (0)	63 (+1)	72 (0)	63 (+1)	68 (+0)
Utilities and Environmental Protection	72 (+1)	82 (+1)	64 (+1)	75 (+1)	63 (+1)	71 (+2)
Law and Legislative Services	77 (-1)	85 (-1)	74 (+3)	80 (+1)	73 (-2)	79 (+2)

Note: Data in brackets show the difference in score from previous year. Year-over-year results may differ due to rounding.

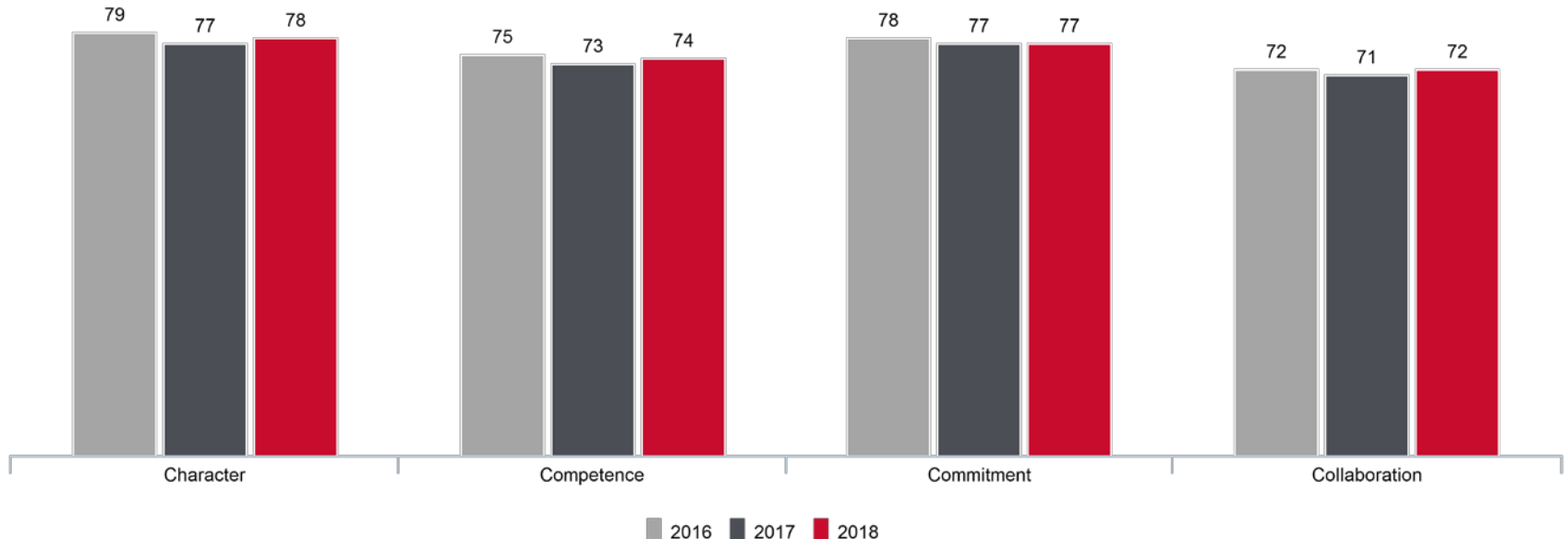
Executive Summary

Overview of 4 Cs Framework

4 Cs Framework

The 4 Cs are the essential qualities of The City.

The 2018 results on the 4 Cs demonstrate that employees rate Character and Commitment as the strongest qualities (78 and 77 out of 100, respectively) . While Collaboration is the lowest rated quality of the City, it has increased by 1 point since 2018, currently sitting at 72 out of 100.



Executive Summary

Overview of 4 Cs Framework by Department

	2018			
	Character	Competence	Commitment	Collaboration
The City of Calgary	78 (+1)	74 (+0)	77 (+1)	72 (+1)
Chief Financial Office	82 (+1)	77 (+1)	78 (+1)	78 (+1)
Community Services	78 (+0)	74 (+0)	79 (+1)	73 (+1)
Corporate Administration	91 (+6)	88 (+5)	91 (+4)	91 (+4)
Deputy City Manager	79 (+1)	75 (+1)	78 (+1)	76 (+1)
Planning and Development	78 (0)	71 (-1)	74 (+0)	74 (0)
Transportation	76 (+0)	72 (0)	76 (+0)	66 (+0)
Utilities and Environmental Protection	75 (+1)	72 (+1)	76 (+1)	70 (+1)
Law and Legislative Services	82 (+1)	79 (+0)	81 (-1)	79 (+1)

Note: Data in brackets show the difference in score from previous year. Year-over-year results may differ due to rounding.

Executive Summary

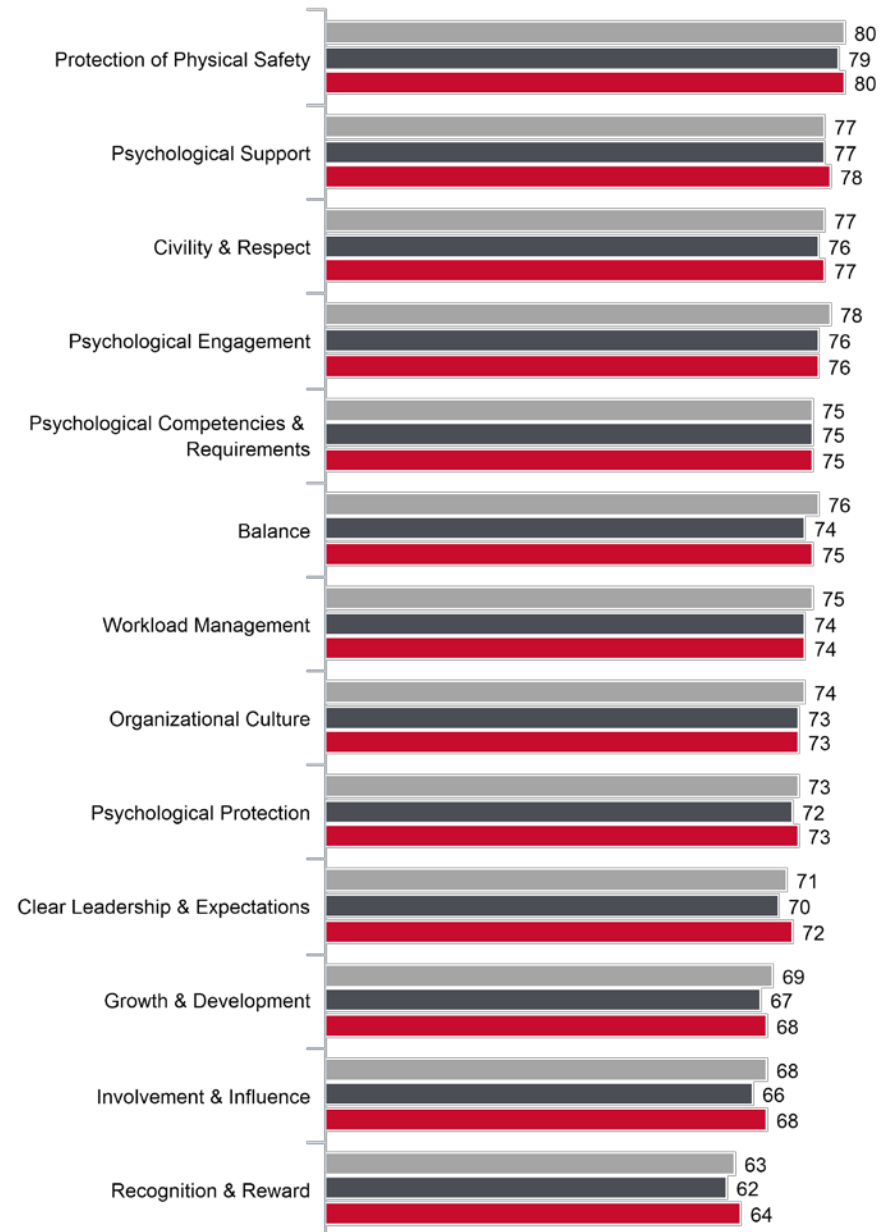
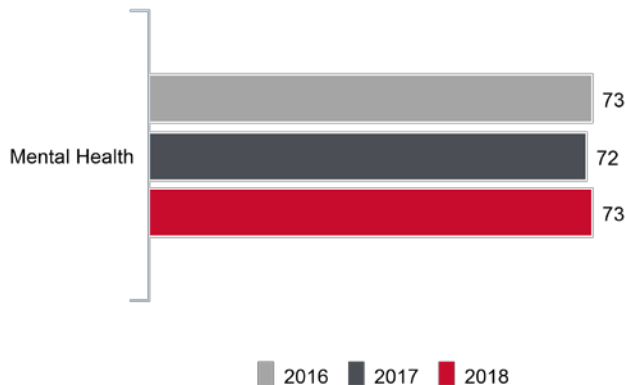
Overview of Inclusion & Mental Health Indices

Mental Health Index

This index identifies 13 factors that can prevent harm to employee psychological health and promote psychological well-being.

The City scores highest on Protection of Physical Safety and Psychological Support. Elements of the Mental Health Index that The City could improve upon include Recognition & Reward and Involvement & Influence.

The Mental Health Index overall has seen a 1 point increase to 73 since the previous year



Executive Summary

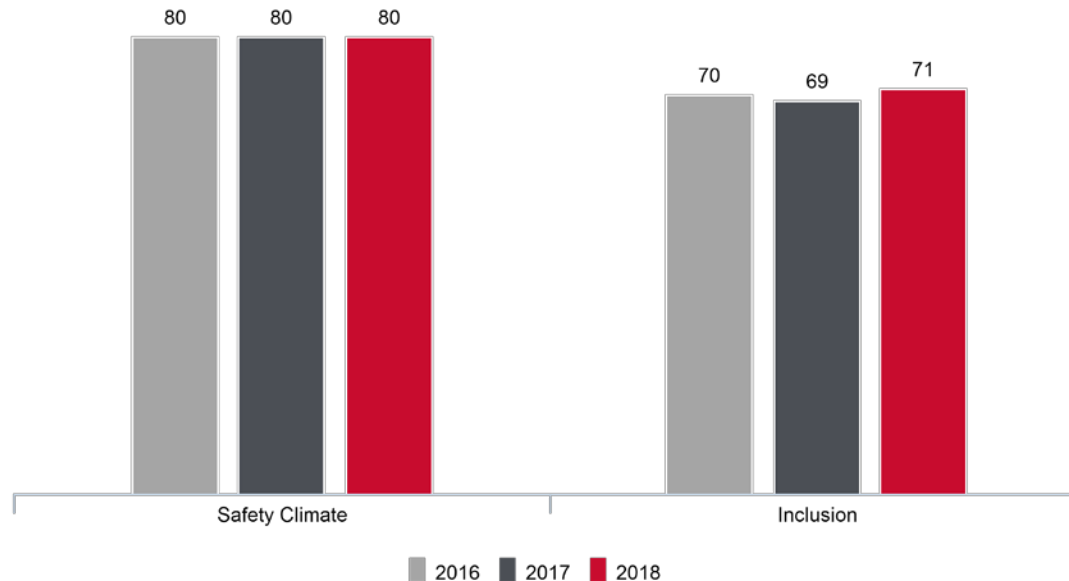
Overview of Safety Climate and Inclusion Index

Safety Climate

The safety Climate tracks safe and responsible workplace practice. It has remained stable at a score of 80 for the past 3 years.

Inclusion Index

The Inclusion Index measures how inclusive employees perceive The City's workplace to be. The Inclusion Index is currently at it's highest score of 71, since being added to the Corporate Employee Survey in 2016.



Executive Summary

Overview of Mental Health Index -Psychological Health & Safety in the Workplace

	2018								
	The City of Calgary	Chief Financial Office	Community Services	Corporate Administration	Deputy City Manager	Planning and Development	Transportation	Utilities and Environmental Protection	Law and Legislative Services
Mental Health	73 (+1)	77 (+2)	73 (+1)	88 (+6)	75 (+1)	72 (0)	70 (+0)	71 (+1)	78 (+1)
Psychological Support	78 (+2)	84 (+3)	79 (+1)	93 (+8)	81 (+3)	79 (+1)	74 (+1)	76 (+3)	84 (+2)
Organizational Culture	73 (+1)	77 (+2)	74 (+1)	89 (+5)	75 (+1)	73 (+0)	71 (+0)	71 (+1)	78 (+0)
Clear Leadership & Expectations	72 (+2)	76 (+3)	72 (+1)	89 (+4)	73 (+2)	69 (+1)	69 (+1)	69 (+2)	77 (+1)
Civility & Respect	77 (+1)	80 (+1)	77 (+1)	90 (+6)	78 (+1)	77 (0)	74 (+1)	75 (+2)	81 (+2)
Psychological Competencies & Requirements	75 (+1)	79 (+1)	76 (+0)	89 (+6)	77 (+1)	76 (-1)	71 (+0)	73 (+2)	80 (+2)
Growth & Development	68 (+1)	73 (+1)	68 (+0)	86 (+6)	71 (+1)	67 (0)	63 (+1)	65 (+1)	77 (+2)
Recognition & Reward	64 (+1)	69 (+2)	65 (+1)	85 (+7)	65 (+1)	61 (+2)	60 (+1)	60 (+1)	69 (+1)
Involvement & Influence	68 (+1)	73 (+2)	68 (+2)	88 (+8)	71 (+1)	65 (0)	63 (+0)	67 (+1)	75 (+1)
Workload Management	74 (+0)	80 (+1)	73 (+1)	87 (+7)	78 (+1)	73 (-1)	71 (0)	74 (+1)	79 (+1)
Psychological Engagement	76 (+0)	77 (+0)	77 (+0)	88 (+7)	77 (+1)	72 (-1)	76 (+0)	75 (+1)	79 (-1)
Balance	75 (+0)	81 (+0)	74 (+1)	86 (+10)	78 (+1)	75 (0)	70 (-1)	75 (+1)	79 (+1)
Psychological Protection	73 (+1)	78 (+2)	73 (+1)	88 (+7)	75 (+1)	72 (-1)	69 (+0)	71 (+2)	78 (+2)
Protection of Physical Safety	80 (+0)	84 (+1)	80 (+0)	89 (+1)	83 (+1)	85 (-1)	75 (-1)	81 (+2)	82 (+1)

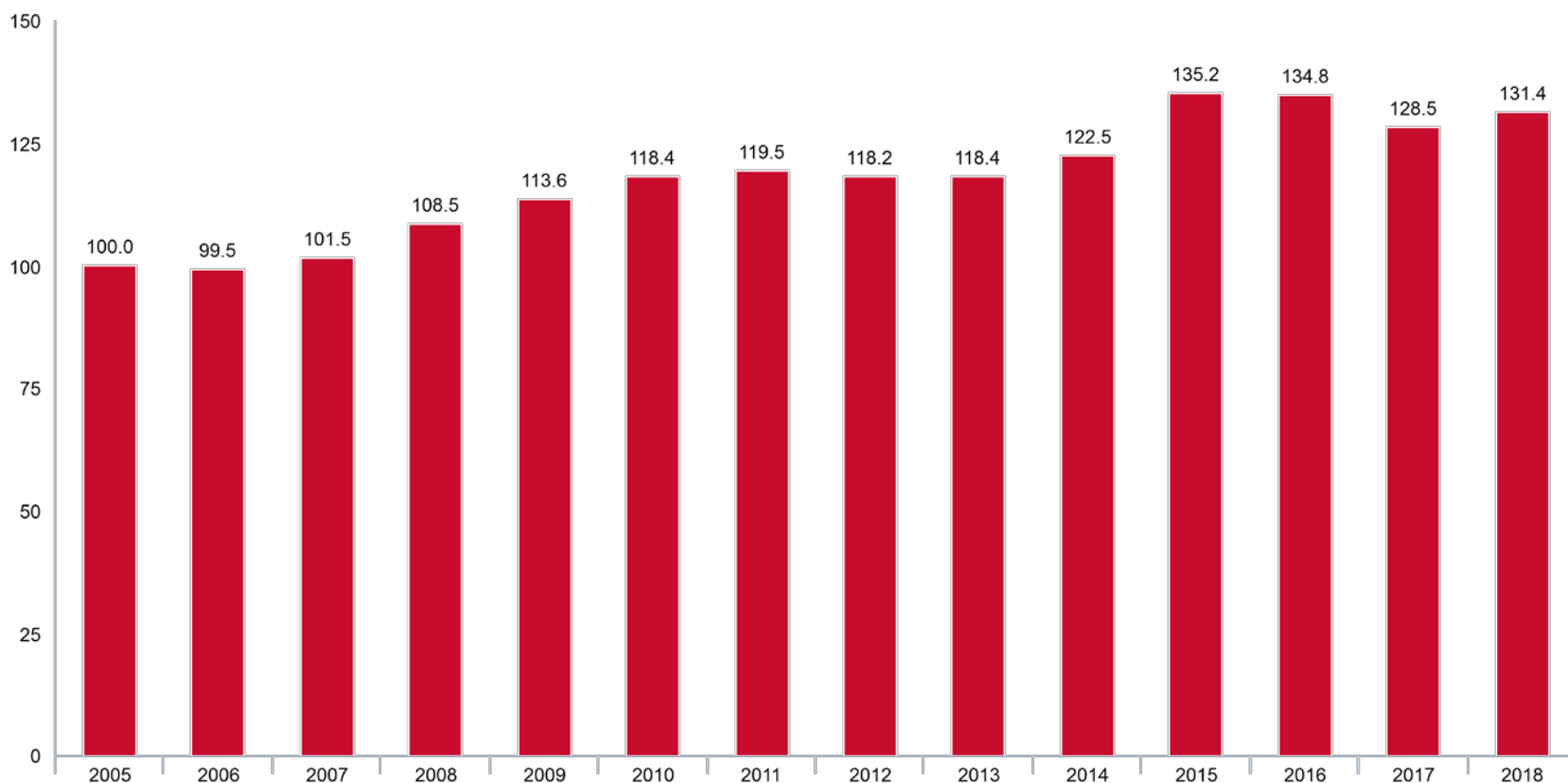
Note: Data in brackets show the difference in score from previous year. Year-over-year results may differ due to rounding..

Executive Summary

Overview of Employee Satisfaction Index

Employee Satisfaction

The Employee Satisfaction Index increased by 3 points since 2017, breaking the downward trend that has been occurring for the past few years.



Background & Methodology

BACKGROUND

The City of Calgary has conducted annual employee surveys - including an overall satisfaction index - since 2005 to measure corporate goals, business planning cycles, performance management processes and wellness initiatives.

In 2015, the survey was expanded from fewer than 20 questions to more than 60 questions to align with The City's Leadership Strategic Plan. These new questions provided a baseline for measuring organizational culture. The survey now includes questions and areas of measurement on employee engagement, mental health, inclusion, perceptions of safety, customer service, collaboration and communication.

Report formats and statistical analyses, similar to last year, were created to provide easy-to-understand results and business unit level actionable recommendations for all departments. More than just a point-in-time view of perceptions and attitudes, this annual survey gives leaders and all employees an important, evidence-based guide toward their common purpose: *making life better every day*.

METHODOLOGY

The 2018 City of Calgary Corporate Employee Survey followed a similar methodology used in previous years. NRG Research Group, an external contractor, administered the survey to full-time, part-time and seasonal City employees eligible to participate. An online survey was hosted by NRG for all those with an internet connection. Employees with @calgary.ca email addresses were provided with a unique link to access the survey.

The City was responsible for distributing hard copy surveys to employees without internet access. Employees who received a hard copy survey were provided return envelopes. They were also provided with a unique access code and the option to complete the survey online. NRG Research Group was responsible for receiving and processing hard copy surveys.

The survey was open for City employees from September 4-26, 2018. Reminders were sent to those with network email addresses: three reminders were sent to employees who had not yet completed the survey. Given the response rates from 2015, the City of Calgary Transit Operator employees were provided access to the survey in June to help encourage response rates. To ensure confidentiality, NRG Research Group received, analyzed and reported the results to The City. The City had no access to individual results. As further assurance of anonymity, results were only summarized for groups with more than 10 respondents.

Reading this Report

EMPLOYEE ENGAGEMENT

Your greatest return from this report is to focus on employee engagement. Engagement has the potential to impact all aspects of culture, operational performance and customer service. A focus on building engagement at The City level and within your areas will yield the greatest returns.

Key Drivers

Look carefully at the impact scores for the key drivers of employee engagement. The drivers are Role Clarity, Team Culture, Supervisor Relationship, Leadership Impact and Personal Growth. Drivers with higher *impact scores* have more influence on engagement scores. Just as employee engagement is represented by an overall index, each driver has its own index. Remember these indices are not displayed as percentages - they are on a 100-point scale where:

80-100	Very Positive
60-79	Moderately Positive
40-59	Moderately Negative
0-39	Very Negative

FOCUS MAPS

The focus maps provide actionable steps on how to improve engagement scores. Leaders will want to spend greatest time and effort looking at questions in the lower-right quadrant for indices that have the highest impact scores. This does not mean you should exclude taking action in other quadrants.

SATISFACTION INDEX

Similar to the Engagement Index, the same key drivers were used to assess their impact on satisfaction. Drivers with higher *impact scores* have more influence on employee satisfaction. For example, if Team Culture has the highest *impact score* and a low *index score* then improving Team Culture during the year will have the greatest impact on employee satisfaction next year.

Responses are on a 6-point scale of agreement. In the appendix, the scale was condensed to Strongly Agree and Agree (6 or 5). For example, a satisfaction result of 70% indicates that 70% of employees gave a response of 5 or 6 rating on that particular question. As a general guidance for leaders, "top 2 box" scores are ones to maintain and further improve. Any scores outside of that range might have great potential for improvement and should prompt further analysis and conversation with employees. Please note, due to rounding, some top 2 box totals may not correspond with the sum of Strongly Agree + Agree on adjacent figures.

Using the Results

ACTION PLANNING

While there is no set schedule, it is expected that leaders will receive, review and interpret their results by the end of 2018. Plans should be developed to share the results with employees in the first quarter of 2019. HR Business Partners and communicators are available to help leaders through this process.

Leaders are encouraged to explore issues from the survey and involve staff in developing solutions that link to the Action Plan, the Leadership Strategic Plan and our desired culture.

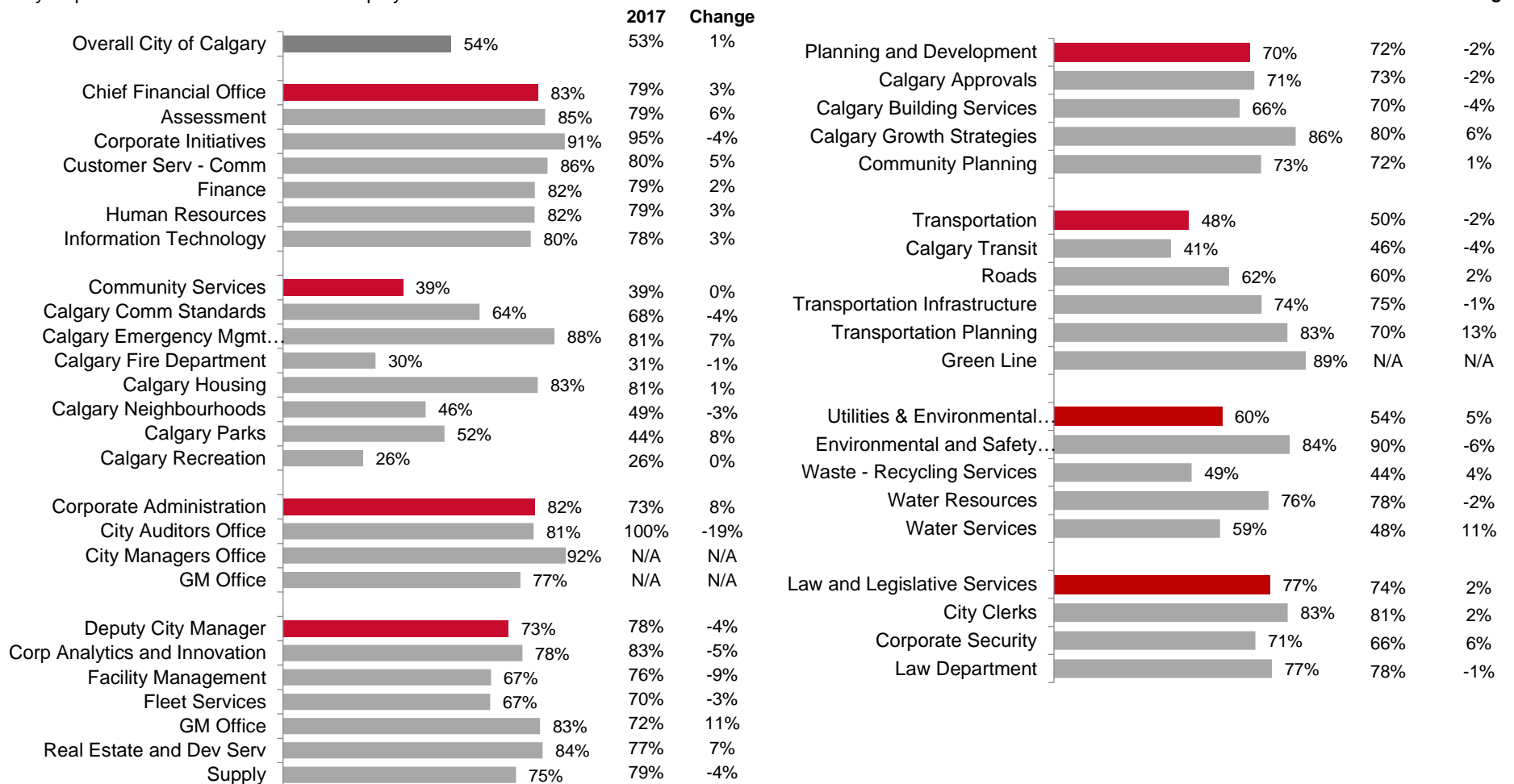
Part of the process may include:

1. Set-up an action planning session with employees and let employees know the purpose of this meeting.
2. Allow for open and honest communication of the results. We recommend you partner with your HR Business Partner and communicator to develop effective ways to discuss this with your staff.
3. Brainstorm areas for improvement based on the survey results.
4. Consider high-impact issues on employee engagement and ensure that the group has control over these issues.
5. Select a few key items to work on over the next year. It is important to keep this list short.
6. Implement the action plan.
7. At a scheduled time in the future check-in on the changes. If changes are complete, move on to other issues. If changes are not yet complete, discuss your current state and make appropriate adjustments to your approach.

While the survey results are important, the key for employees is that they know something is being done with the results. If action is not taken based on this feedback, it could have a negative impact on employee engagement, satisfaction and response rates moving forward.

Response Rates

By Department & Business Unit - All Employees



Note: Response rates for groups with fewer than 10 respondents are not reported. N/A indicates that no comparable data was available from previous years. Percentage change accounts for rounding.

Corporate Employee Satisfaction Index



Corporate Employee Satisfaction Index

The City has used a composite measure to track performance related to creating a satisfied workforce since 2005.

When the index was originally created, analysis was done to determine which parts of an employee's job contributed the most to their overall job satisfaction. The question "*Overall I am satisfied with the quality of my work life in...*" was used as the dependent variable and the eight statements below were used as independent variables.

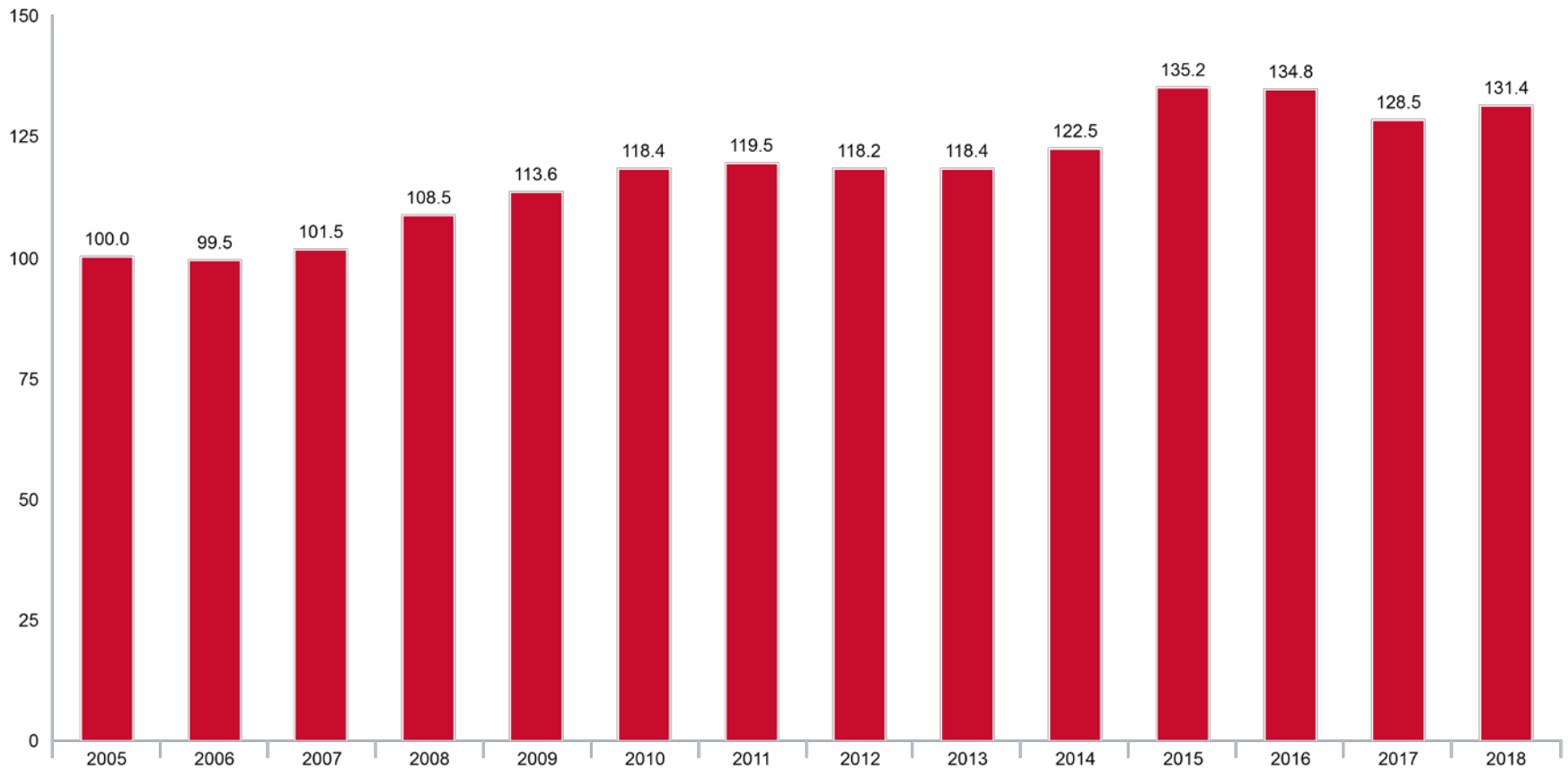
This revealed the different weights of each of the eight independent variables in driving "employee satisfaction" for The City overall.

1. My work related stress is manageable (17.04%)
2. I am truly appreciated for the contribution I make to my business unit (14.55%)
3. I am satisfied with the fairness and respect I receive on the job from the person I report to directly (13.33%)
4. I am meaningfully involved in decisions that affect my job and me (13.05%)
5. Overall, I am satisfied with development opportunities and/or training (12.54%)
6. I am sufficiently rewarded for the effort that I put into my job (10.96%)
7. I have the resources to do my job (10.64%)
8. I know and understand the current objectives of my business unit (7.89%)

Based on the weights, "My work related stress is manageable" accounts for 17.04% of an employee's overall job satisfaction while "I know and understand the current objectives of my business unit" accounts for 7.89%. Knowing how each aspect of an employee's job contributes to their overall satisfaction allows The City to target resources where they will have the greatest impact and to effectively manage trade-offs.

In 2005, the weights above were used to create a combined measure of employee satisfaction. The combined measure is a weighted average of the top box percentages (combined percentage of agree and strongly agree responses) for these eight statements. At that time, this percentage was deemed the baseline and given a score of 100 similar to a consumer satisfaction index. The 2005 Employee Satisfaction Index weights have been used as the basis for weighting the top box percentages each year since.

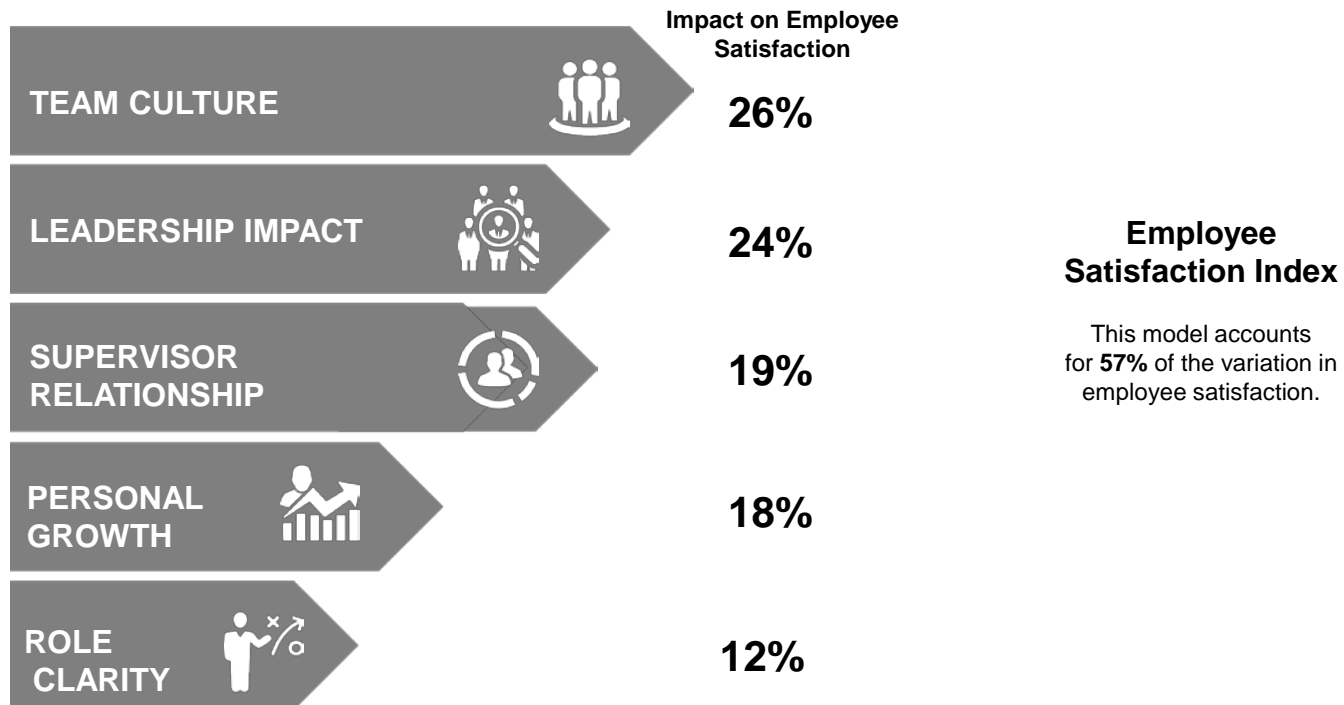
Corporate Employee Satisfaction Index



Key Drivers of Employee Satisfaction

A key drivers analysis was conducted to determine how the five drivers: Role Clarity, Personal Growth, Team Culture, Leadership Impact and Supervisor Relationship impact employee satisfaction (specifically, "Overall, I am satisfied with the quality of my work life in my business unit").

The predictive model that follows explains 57% of the variation in employee satisfaction. The most important factor driving satisfaction is Team Culture, described as "building team interactions and organizational systems that encourage contribution." This driver alone explains 26% of variation within satisfaction. Leadership Impact is not far behind, explaining almost 24% of the variation.



4 Cs Framework



2017	77
2018	78

Character

Behaving the right way

Strengths:

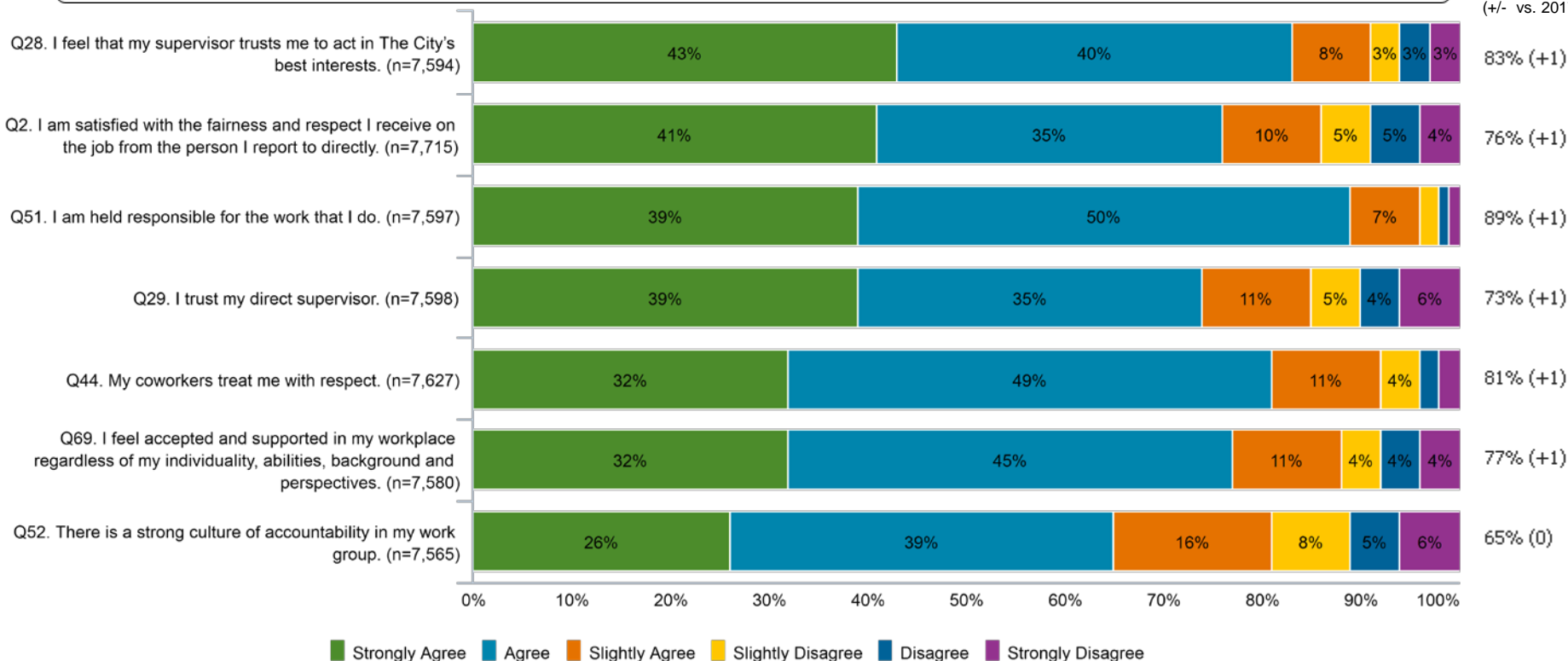
- Q51. I am held responsible for the work that I do. 5.2
- Q28. I feel that my supervisor trusts me to act in The City's best interests. 5.1

Opportunities:

- Q29. I trust my direct supervisor. 4.8
- Q52. There is a strong culture of accountability in my work group. 4.6

Action Items: Scheduling time with leaders to discuss feedback on employee scores and business unit performance will reinforce individual responsibility and collective accountability.

Top 2 Box
(+/- vs. 2017)



Note: Totals may not sum due to rounding.

2017	73
2018	74

Competence

Doing the right things the right way

Strengths:

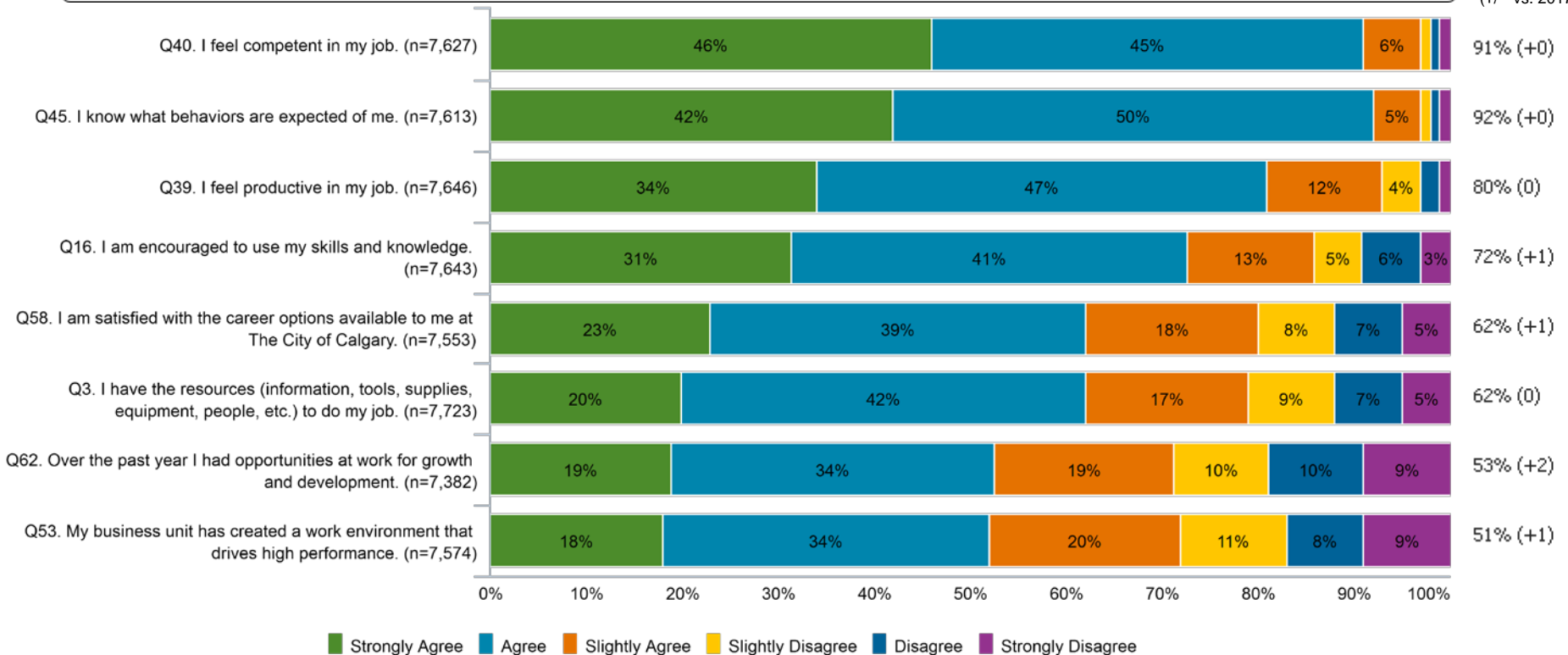
- Q40. I feel competent in my job. 5.3
- Q45. I know what behaviors are expected of me. 5.3

Opportunities:

- Q62. Over the past year I had opportunities at work for growth and development. 4.1
- Q53. My business unit has created a work environment that drives high performance. 4.1

Action Items: In high performance workplaces, employees are continually encouraged to volunteer new ideas and make suggestions to improve work processes. Providing these opportunities gives employees a sense of control of their work and related process.

Top 2 Box
(+/- vs. 2017)



Note: Totals may not sum due to rounding.

2017	77
2018	77

Commitment

Dedication to the greater public good

Strengths:

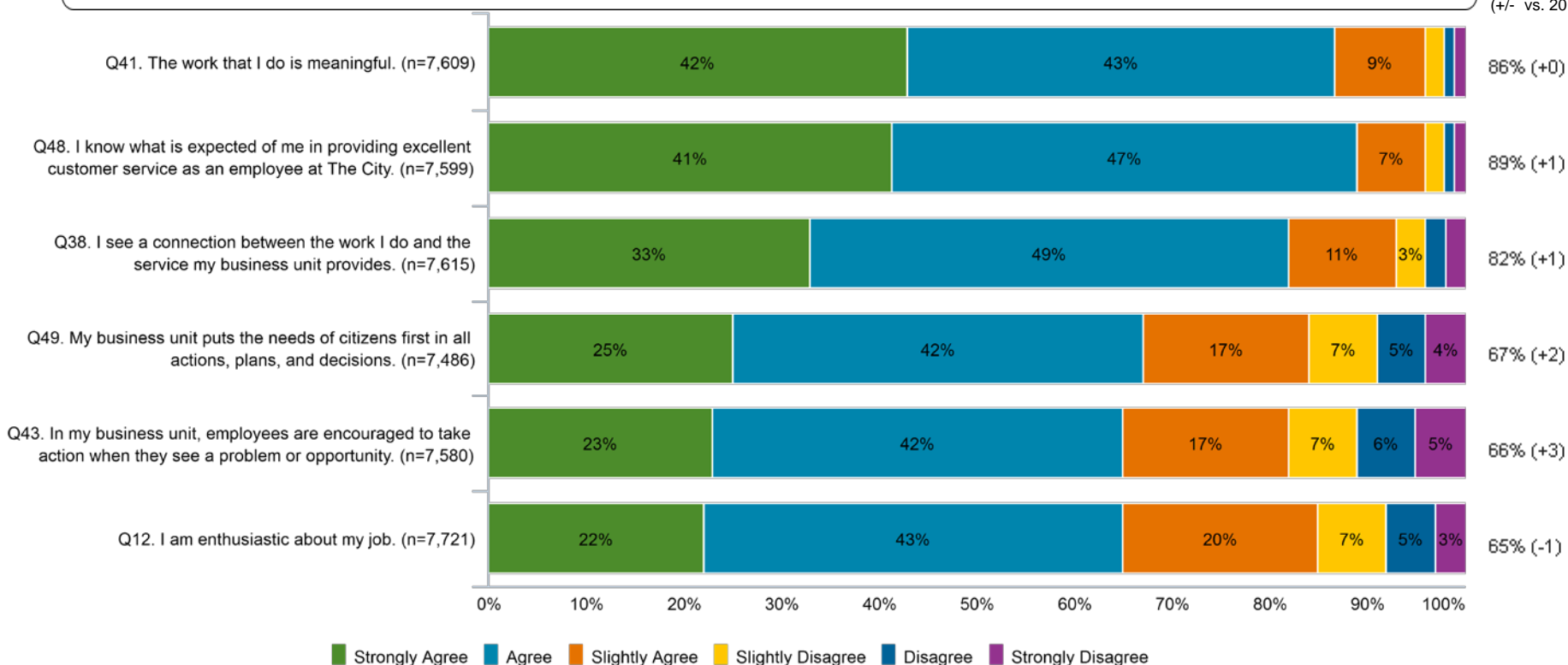
- Q48. I know what is expected of me in providing excellent customer service as an employee at The City. 5.2
- Q41. The work that I do is meaningful. 5.2

Opportunities:

- Q12. I am enthusiastic about my job. 4.6
- Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity. 4.6

Action Items: Demonstrating a commitment to solve issues in the organization involves a dedication to strategic priorities, providing leaders with guidelines and coaching to make decisions, and clear communication to all.

Top 2 Box
(+/- vs. 2017)



Note: Totals may not sum due to rounding.

2017	71
2018	72

Collaboration

Working together for a common purpose

Strengths:

Q46. The people I work with cooperate to get the job done. 4.9

Q25. My direct supervisor encourages me to collaborate with my work group. 4.8

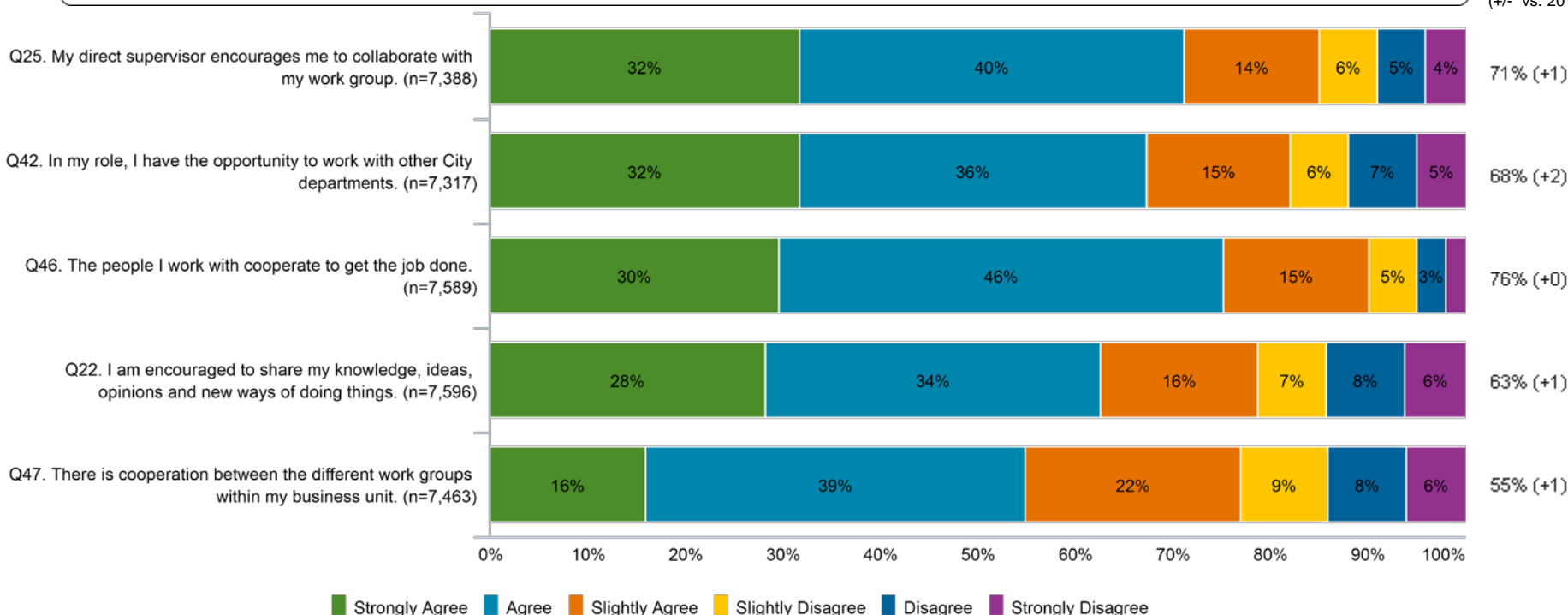
Opportunities:

Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things. 4.5

Q47. There is cooperation between the different work groups within my business unit. 4.3

Action Items: Encourage collaboration by supporting relationships across work groups. These relationships will broaden employees' perspective, encourage productivity and ultimately benefit citizens.

Top 2 Box
(+/- vs. 2017)



Note: Totals may not sum due to rounding.

Employee Engagement Index



Employee Engagement Index

Feeling responsible for and committed to superior job performance.

Why Measure Employee Engagement?

Employee engagement is a measure used in most employee surveys world-wide. It has been shown to link strongly to business objectives such as increased productivity and performance, increased customer service, lower employee turnover, increased well-being (both mental and physical), lower sickness and absence rates, and increased creativity and innovation. It fuels voluntary behaviours and an overall concern for quality. Engaged employees identify with the success of their organizations, recommend them to others as good places to work, and follow through to make sure problems get identified and resolved. They are employees who typically ask, “What can I do to help my organization succeed?”

In 2015, an employee engagement model was created using a statistical method called factor analysis to identify groups of questions that have common themes. Using this method, several themes were identified which have potential to impact employee engagement:

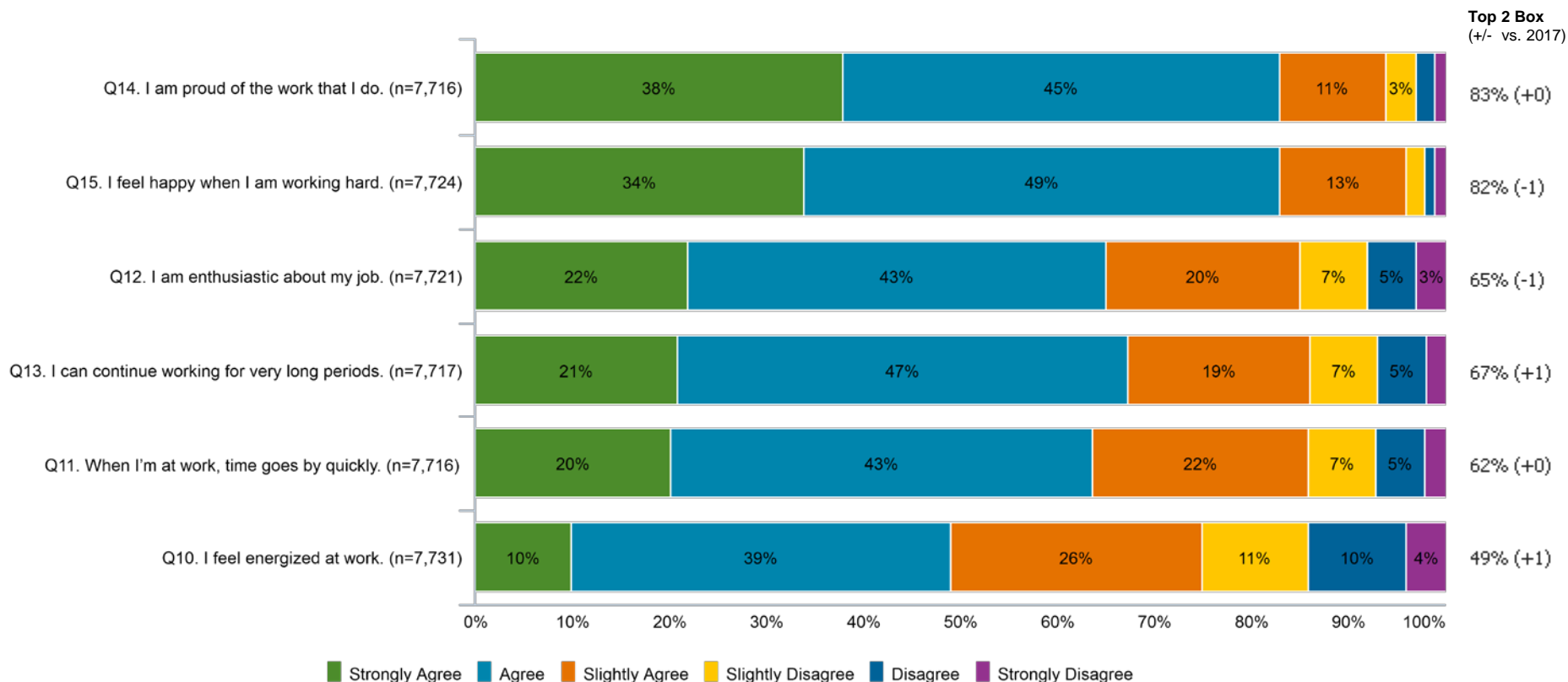


Further analysis was conducted to quantify the impact each theme has on employee engagement. Each index score was calculated by taking a simple average of scores for the related questions. Each index score was then standardized within a range of 0 to 100 (the index scores are not percentages). The identified six key themes (indices) present a relationship between our work environment and employee engagement which allows us to focus our efforts and actions in areas that contribute to an engaged workforce.

2017	74
2018	74

Employee Engagement

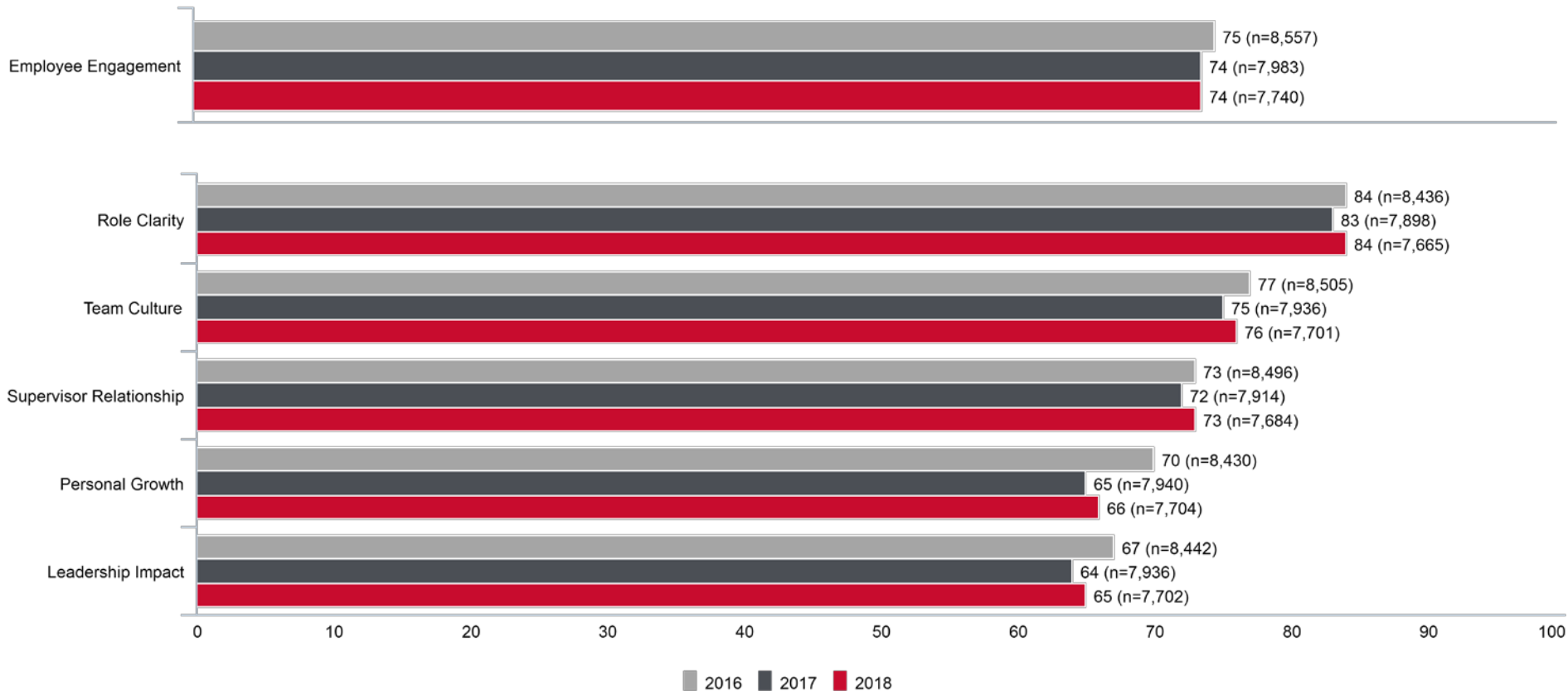
Feeling responsible for and committed to superior job performance.



Note: Totals may not sum due to rounding.

Engagement Index Performance

Feeling responsible for and committed to superior performance.



Note: The index scores represent average responses scaled up to a score out of 100. They are not percentages of employees. The legend to the right provides guidance on interpreting these scores.

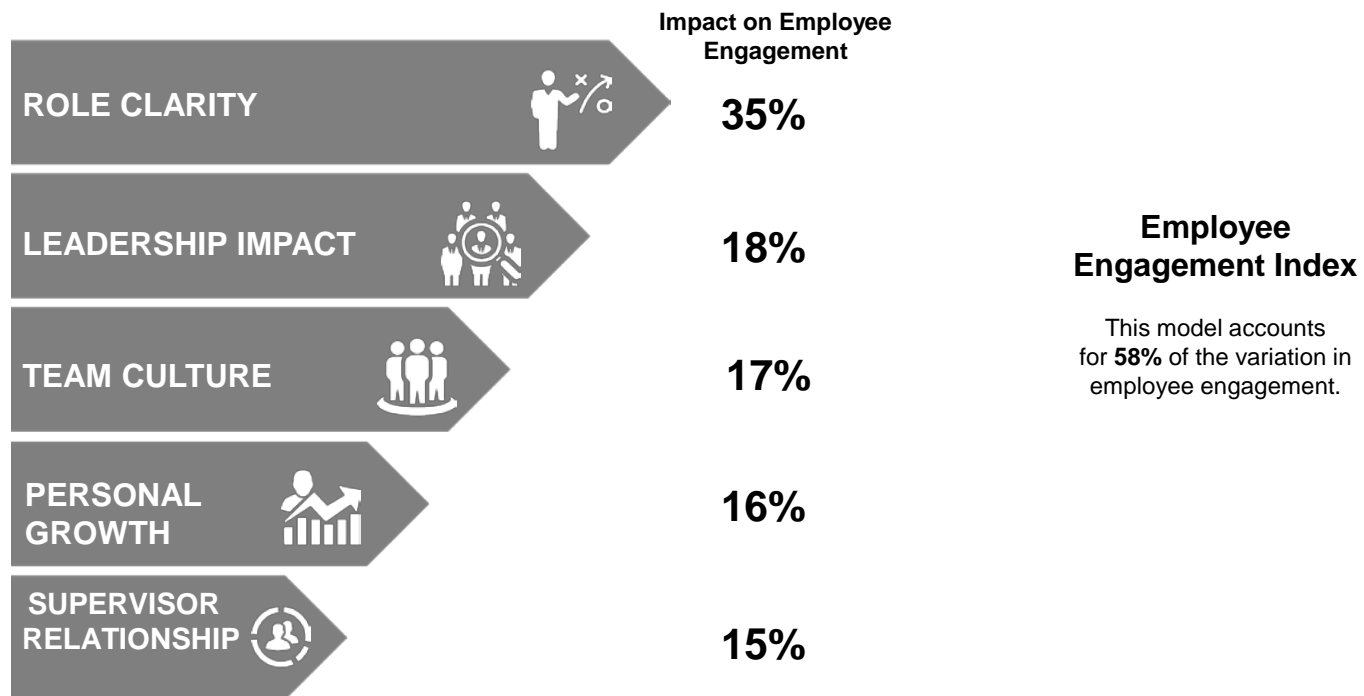
80-100 Very Positive
 60-79 Moderately Positive
 40-59 Moderately Negative
 0-39 Very Negative

Key Drivers of Employee Engagement

Most questions from the survey have been grouped into one of five drivers. The drivers (Role Clarity, Personal Growth, Team Culture, Leadership Impact, and Supervisor Relationship) were created to better align survey results with The City's employee experience objectives. A sixth index was created to measure the overall level of employee engagement.

These drivers were used to create a number of predictive models aimed at prioritizing efforts to achieve the employee experience objectives. For ease of understanding the scores are shown on a scale from 0 to 100.

The models are presented as focus maps, showing priority areas for improvement.



Relationship Between Key Drivers

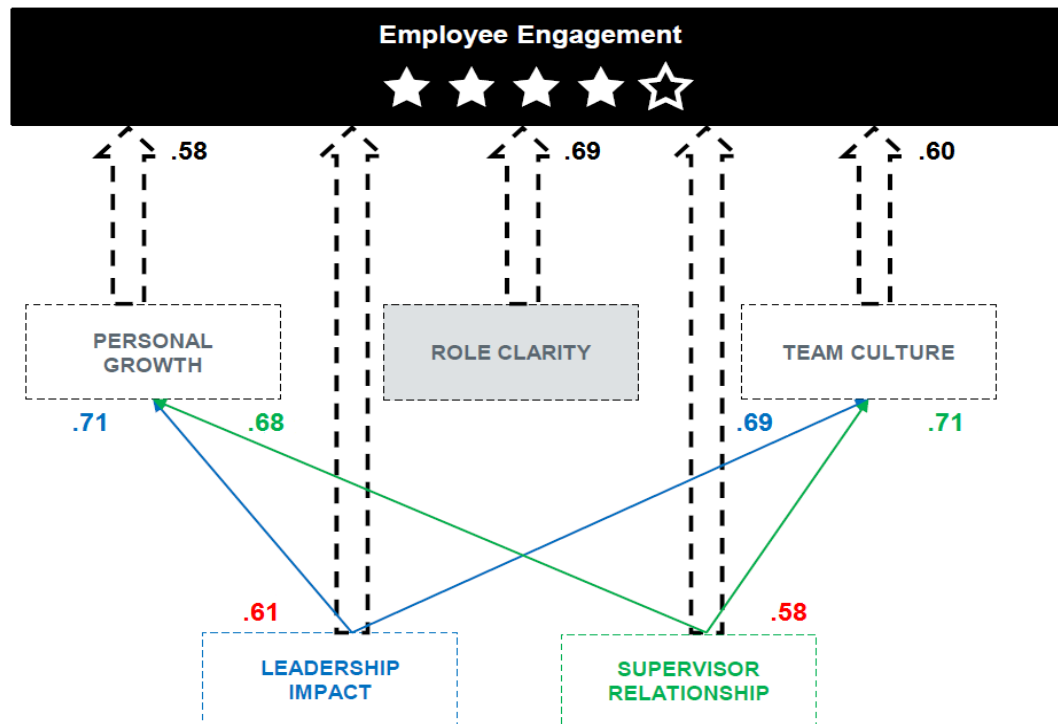
Every work environment is unique in its nature and there are many aspects of an employee's experience that affect their level of engagement on the job. Some aspects of the work culture act as *direct influencers*, determining the level of engagement among its employees, while some act as *enablers* for these direct influencers.

City employees view Role Clarity, Personal Growth and Team Culture as direct influencers affecting their level of engagement, whereas Supervisor Relationship and Leadership Impact are seen as enabling drivers of engagement. The correlation analysis below helps to gain deeper insights on how these influencers and enablers work together to create an engaged workforce at The City.

A key feature of the enabler variables is that their relationship with direct influencers is stronger as compared to their relationship with employee engagement. The strength of this relationship is measured by the correlation coefficient, which ranges from -1 to +1. Values that are closer to +1 indicate a stronger, positive relationship between two variables.

The analysis reveals that Supervisor Relationship is crucial to promote Team Culture (.71) and Personal Growth (.68) drivers. Similarly, Leadership Impact is crucial for promoting Personal Growth (.71) and Team Culture (.69).

Both Supervisor Relationship and Leadership Impact have relatively weaker relationships with Role Clarity but the strength of these relationships are still higher than their direct relationship with Employee Engagement.



2017	83
2018	84

Role Clarity

Connect job responsibilities and individual contribution to prioritized organizational outcomes.

Role Clarity has been identified as the leading driver of engagement among City employees. This driver contains measures of individual competency and responsibility and their perception of the importance of employee effort and service that is provided to the citizens.

Strengths

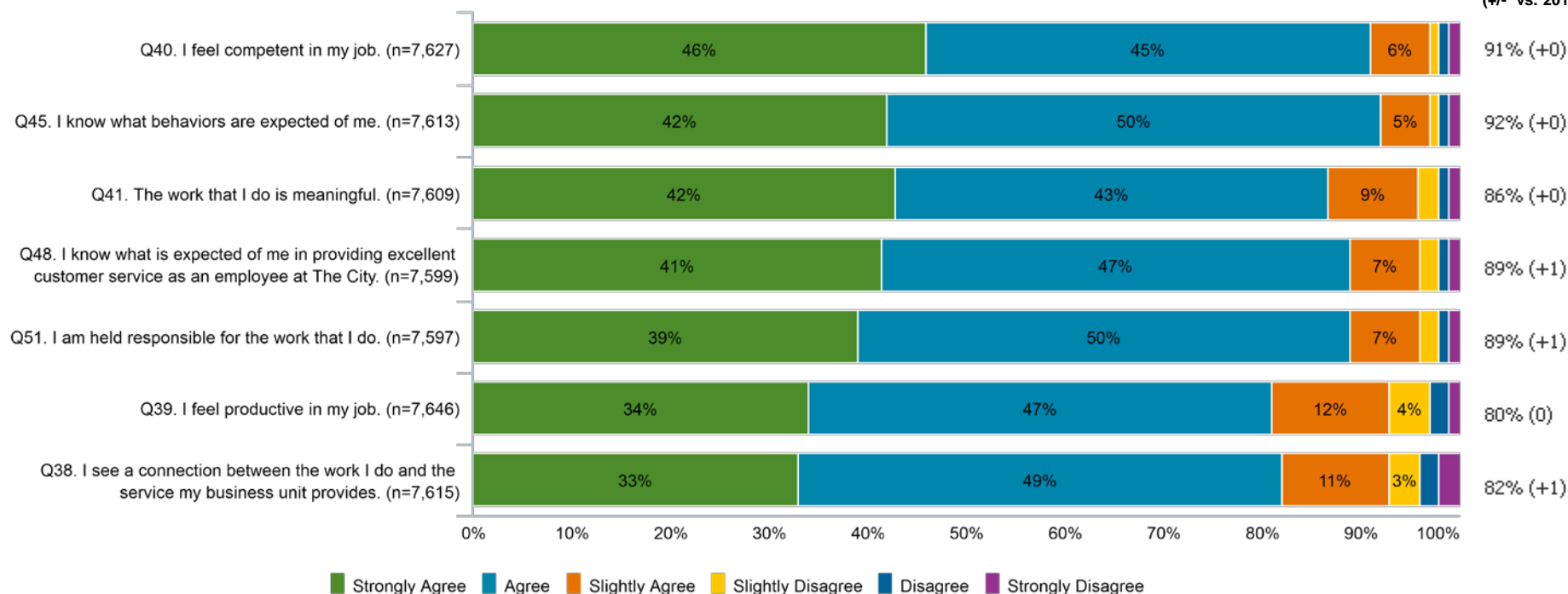
Q40. I feel competent in my job.	5.3
Q45. I know what behaviors are expected of me.	5.3

Opportunities

Q38. I see a connection between the work I do and the service my business unit provides.	5.0
Q39. I feel productive in my job.	5.0

Action Items: Hold discussions with employees to clarify how their work contributes to the overall performance and service provided by the business unit. When appropriate, provide employees with examples of how they could increase productivity.

Top 2 Box
(+/- vs. 2017)

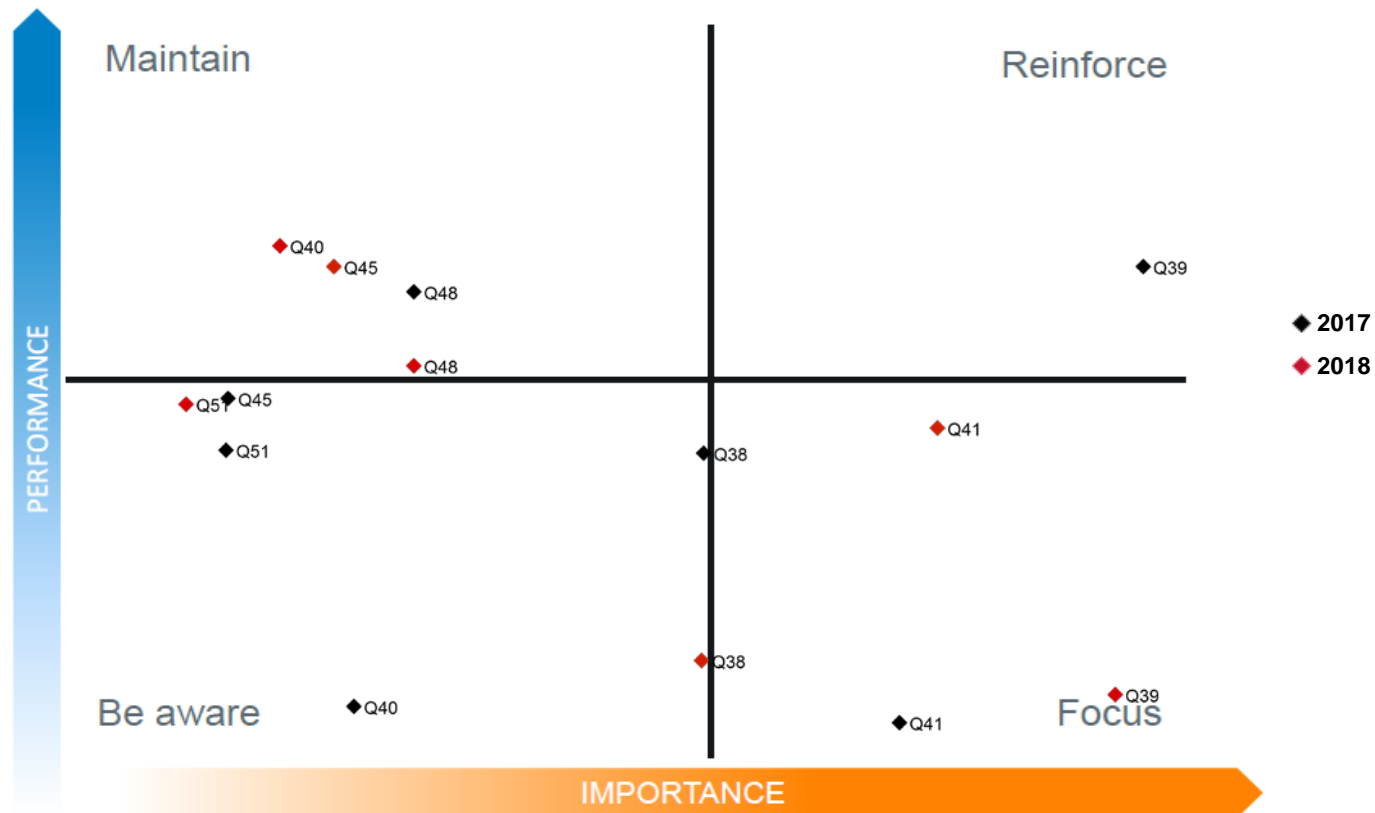


Note: Totals may not sum due to rounding.

Role Clarity Focus Map

Connect job responsibilities and individual contribution to prioritized organizational outcomes.

The Role Clarity driver is the most influential to employee engagement at The City, so improvement to any item within this driver will have the greatest impact. Continuing to focus on high performing items will support maintaining performance of this factor as well as overall engagement.



Note: If the red diamond shifts up on the chart compared to its associated black diamond, then performance has improved from last year. A shift to the right indicates a higher degree of importance on employee engagement compared to last year. It is most impactful to target questions in the lower right (Focus) quadrant.

2017	65
2018	66

Personal Growth

Provide structured learning and on-the-job experiences that contribute to professional development.

Personal Growth and professional development are, along with Role Clarity, two of the main drivers of employee engagement. Improving the perception of employee opportunities for personal growth and development can have a significant effect on engagement.

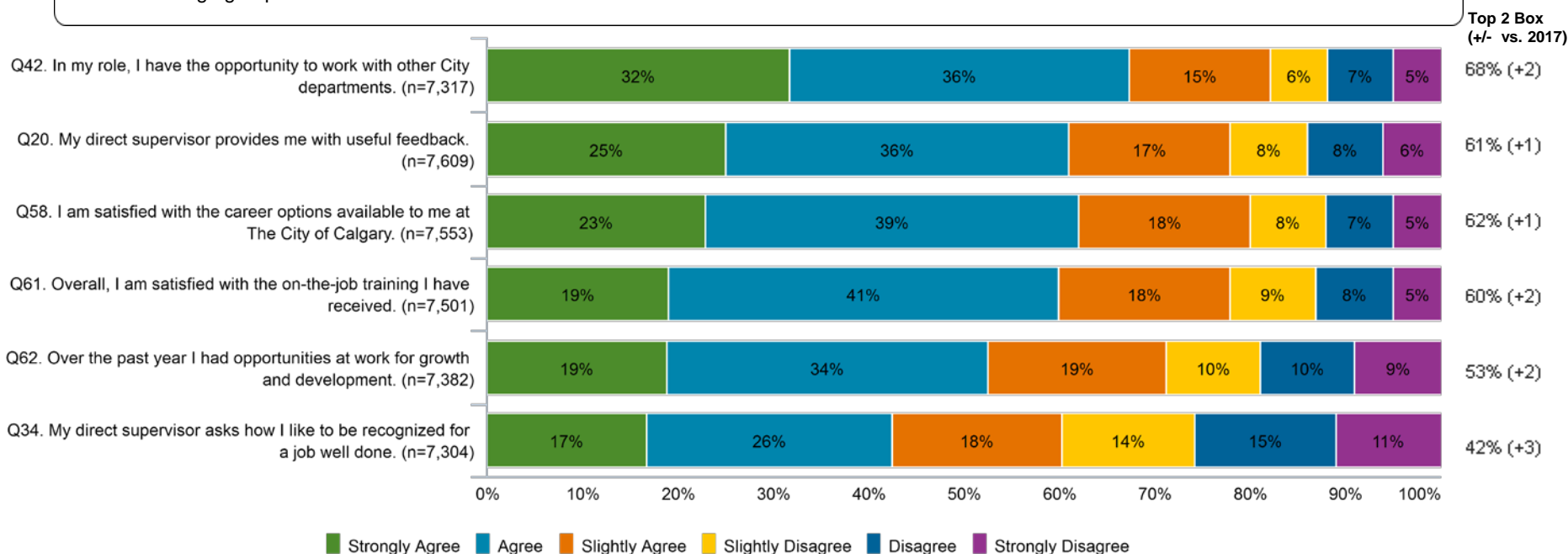
Strengths

Q42. In my role, I have the opportunity to work with other City departments.	4.7
Q58. I am satisfied with the career options available to me at The City of Calgary.	4.5

Opportunities

Q62. Over the past year I had opportunities at work for growth and development.	4.1
Q34. My direct supervisor asks how I like to be recognized for a job well done.	3.8

Action Items: Get to know how each employee would like to be recognized for a job well done. For example, not all employees want to be recognized in front of a large group.

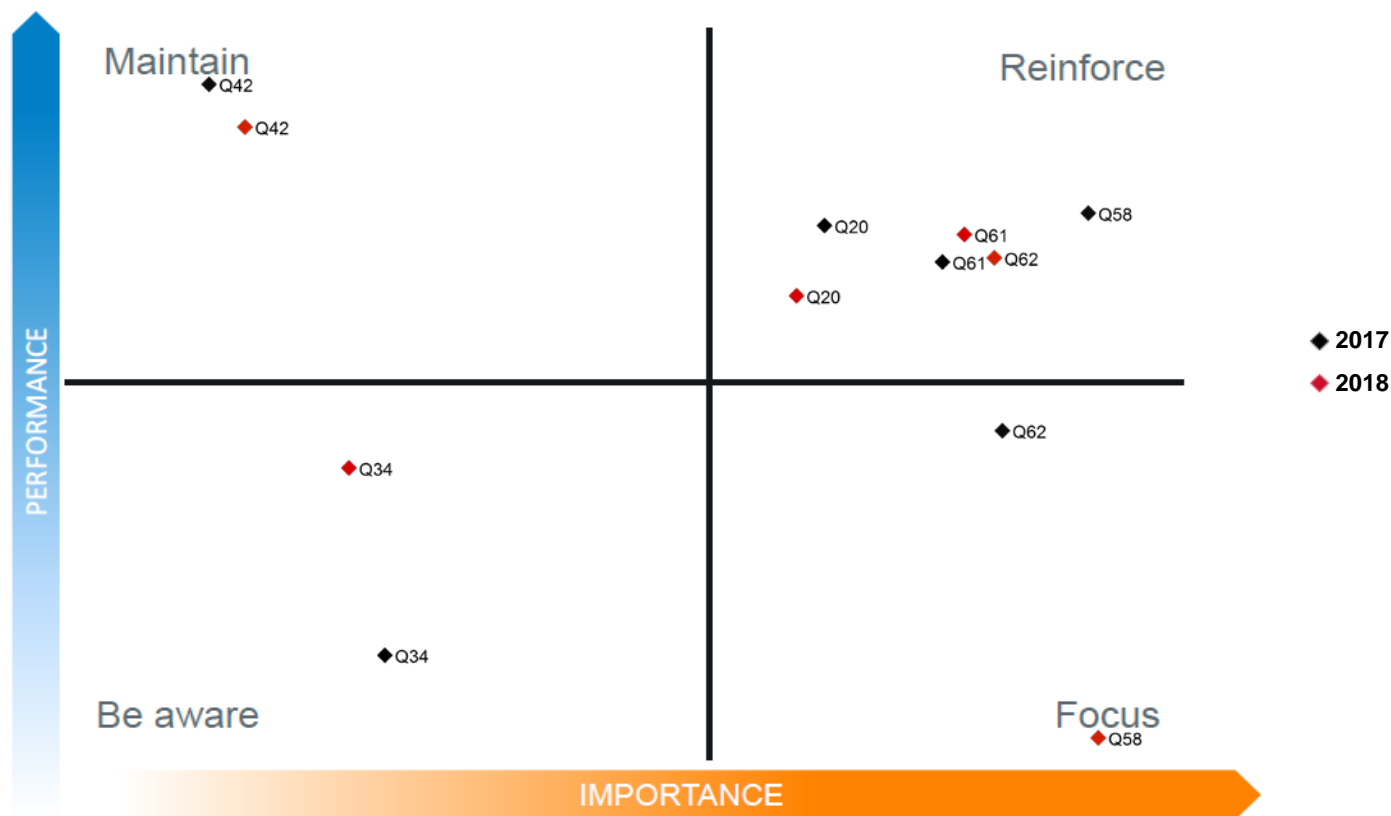


Note: Totals may not sum due to rounding.

Personal Growth Focus Map

Provide structured learning and on-the-job experiences that contribute to professional development.

The Personal Growth driver is the second strongest performing driver of employee engagement. Personal Growth is about mastering new skills, successfully taking on challenges and striving to be better in both a professional and personal setting.



Note: If the red diamond shifts up on the chart compared to its associated black diamond, then performance has improved from last year. A shift to the right indicates a higher degree of importance on employee engagement compared to last year. It is most impactful to target questions in the lower right (Focus) quadrant.

2017	75
2018	76

Team Culture

Build team interaction and organizational systems that encourage contribution.

Team Culture involves cooperation and respect among coworkers, as well as their perception of The City's flexible work options and work-life balance. A good work environment is essential to employee satisfaction and improves productivity.

Strengths

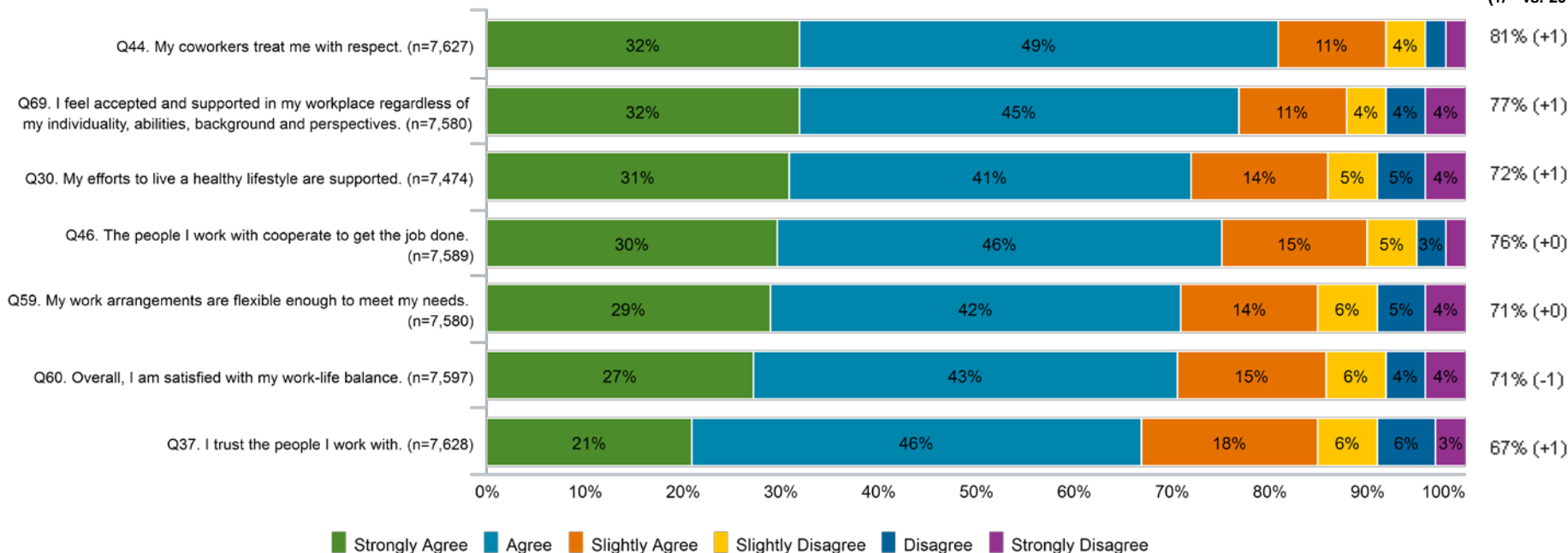
Q44. My coworkers treat me with respect.	5.0
Q46. The people I work with cooperate to get the job done.	4.9

Opportunities

Q59. My work arrangements are flexible enough to meet my needs.	4.7
Q37. I trust the people I work with.	4.6

Action Items: Trust is challenging to build and easy to break. Increase trust among employees by following through with what you say, being consistent in modeling the behaviour you seek and establishing accountability within the team.

Top 2 Box
(+/- vs. 2017)

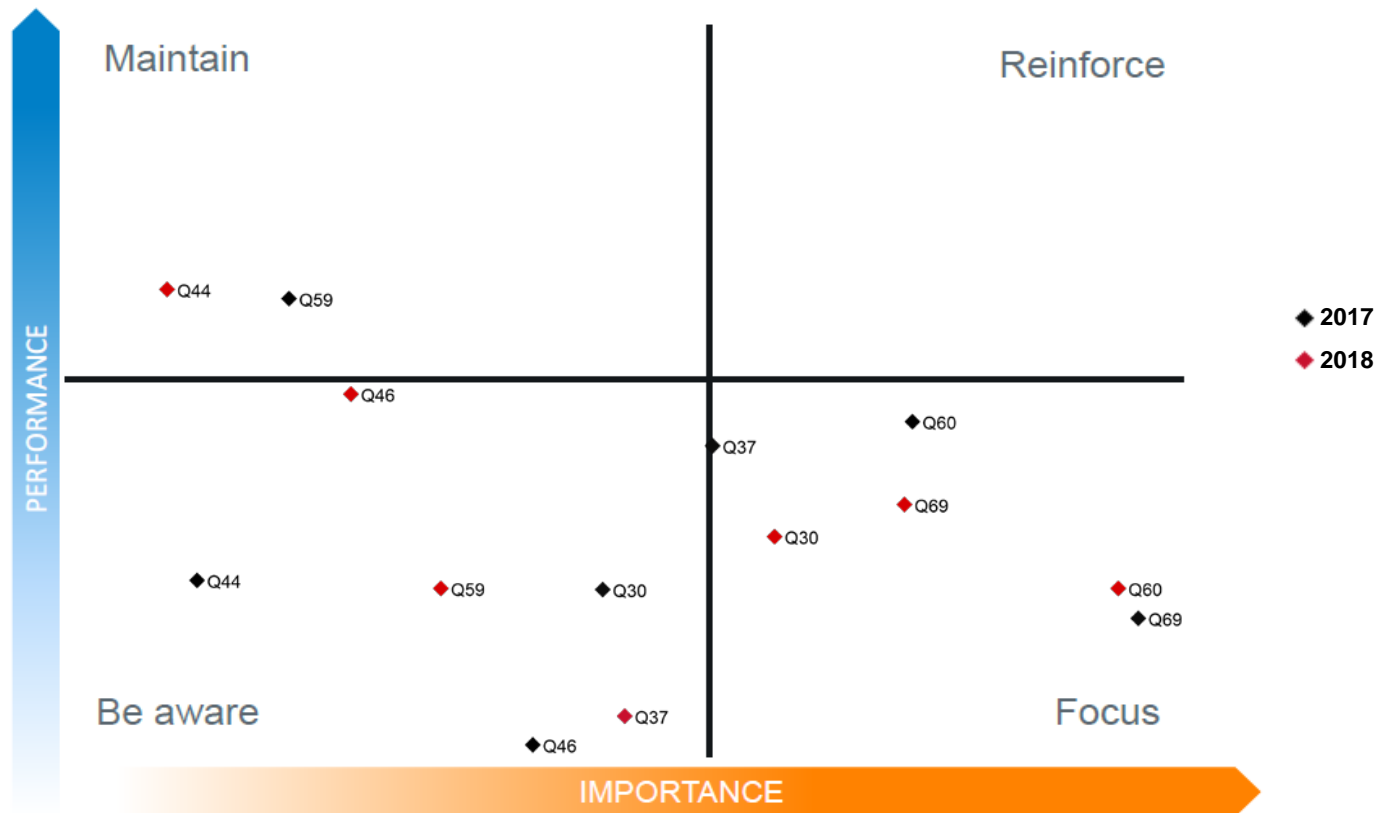


Note: Totals may not sum due to rounding.

Team Culture Focus Map

Build team interaction and organizational systems that encourage contribution.

Team Culture involves cooperation and respect among coworkers, as well as their perception of The City's flexible work options and work-life balance. A good work environment is essential to employee engagement and productivity.



Note: If the red diamond shifts up on the chart compared to its associated black diamond, then performance has improved from last year. A shift to the right indicates a higher degree of importance on employee engagement compared to last year. It is most impactful to target questions in the lower right (Focus) quadrant.

2017	64
2018	65

Leadership Impact

Promote individual and team accountability for results, supported by leadership involvement and clear communication.

Leadership Impact involves different aspects of the employee's business unit, including the culture of accountability, work ethic, communication and cooperation. Communication is the most important aspect of this index.

Strengths

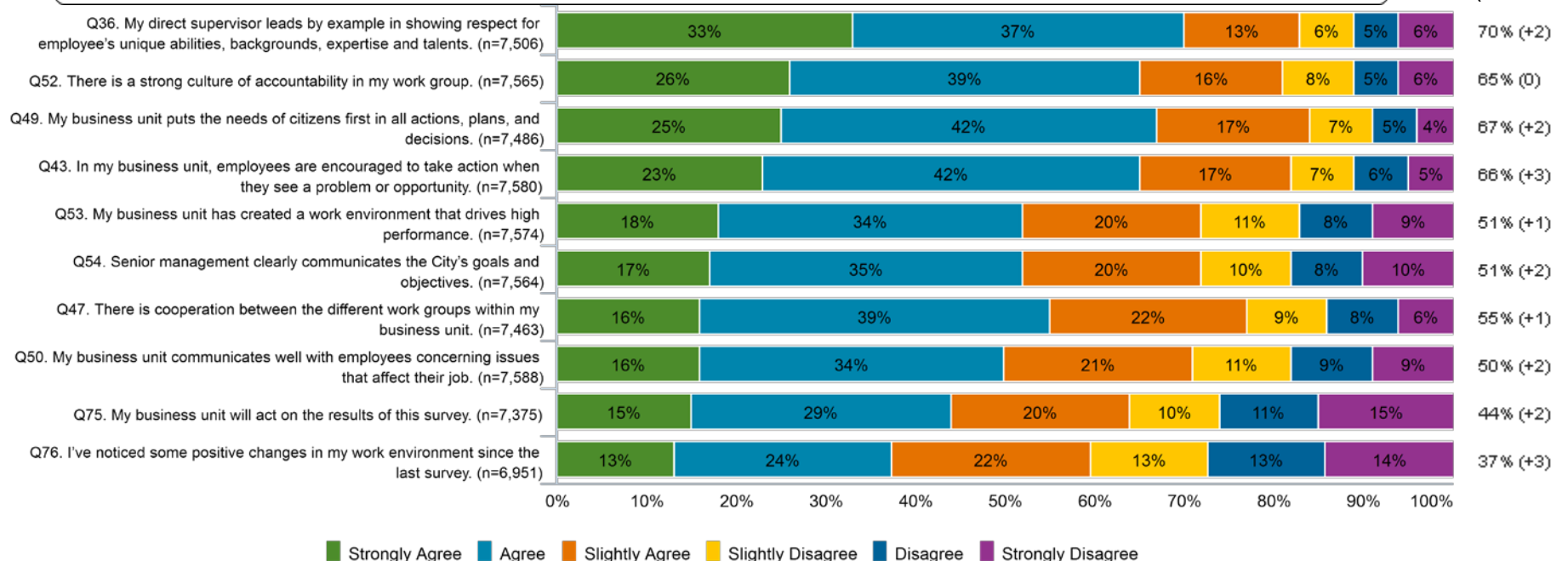
- Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents. 4.7
- Q49. My business unit puts the needs of citizens first in all actions, plans, and decisions. 4.6

Opportunities

- Q75. My business unit will act on the results of this survey. 3.8
- Q76. I've noticed some positive changes in my work environment since the last survey. 3.7

Action Items: Engage employees and leaders to identify a few specific issues that can be addressed based on the survey results and commit to following through with these changes.

Top 2 Box
(+/- vs. 2017)

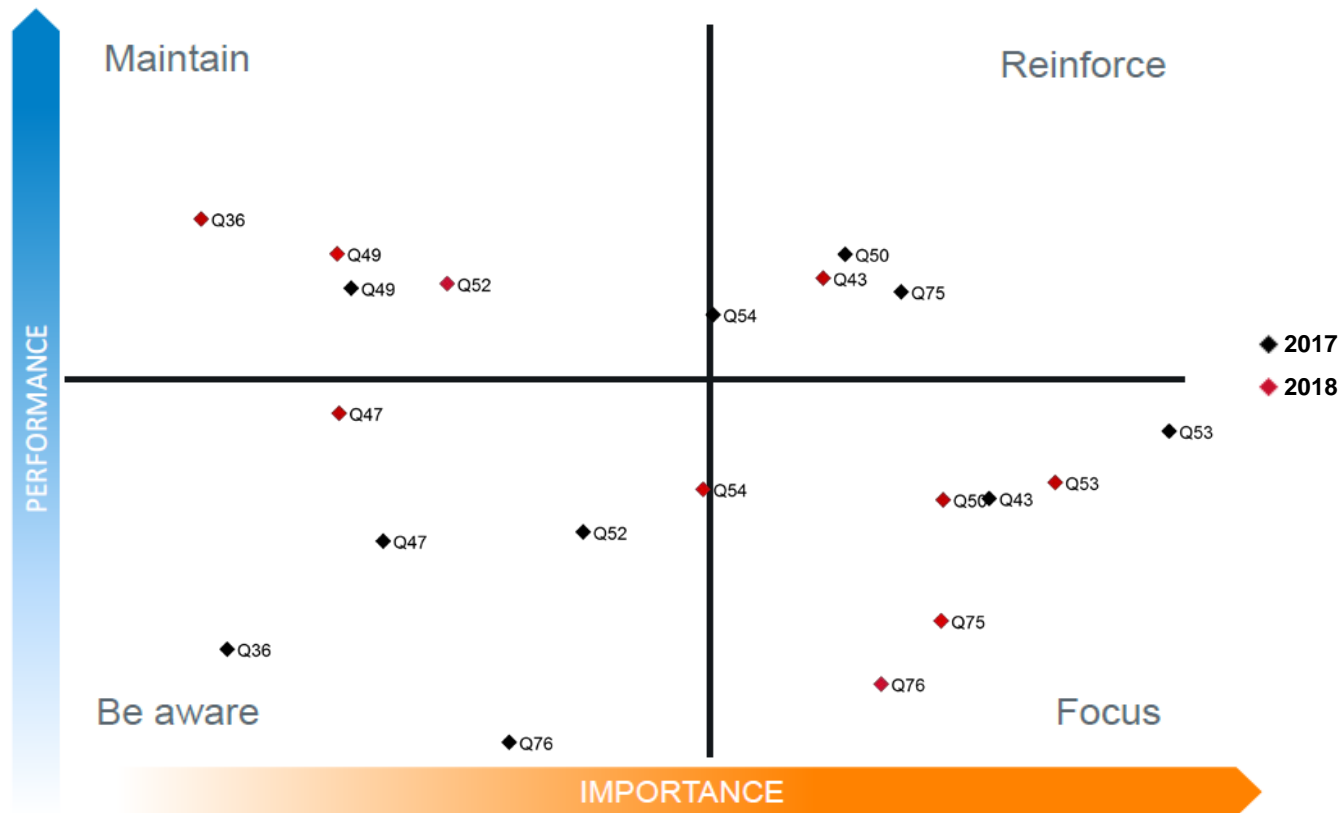


Note: Totals may not sum due to rounding.

Leadership Impact Focus Map

Promote individual and team accountability for results, supported by leadership involvement and clear communication.

Leadership Impact involves developing a culture of accountability, a strong work ethic, clear communication and cooperation among employees. Communication practices at The City are an important aspect of Leadership Impact. It is important for leaders to discuss these survey findings with employees and provide updates on the actions being taken.



Note: If the red diamond shifts up on the chart compared to its associated black diamond, then performance has improved from last year. A shift to the right indicates a higher degree of importance on employee engagement compared to last year. It is most impactful to target questions in the lower right (Focus) quadrant.

2017	72
2018	73

Supervisor Relationships

Enable workplace productivity using effective, trusting employee-manager relationships, communication and involvement.

Supervisor Relationships includes different aspects of the employee's relationship with their direct supervisor including trust, encouragement, recognition, communication, support and feedback. Having a good working relationship and trust are the most important questions of this driver.

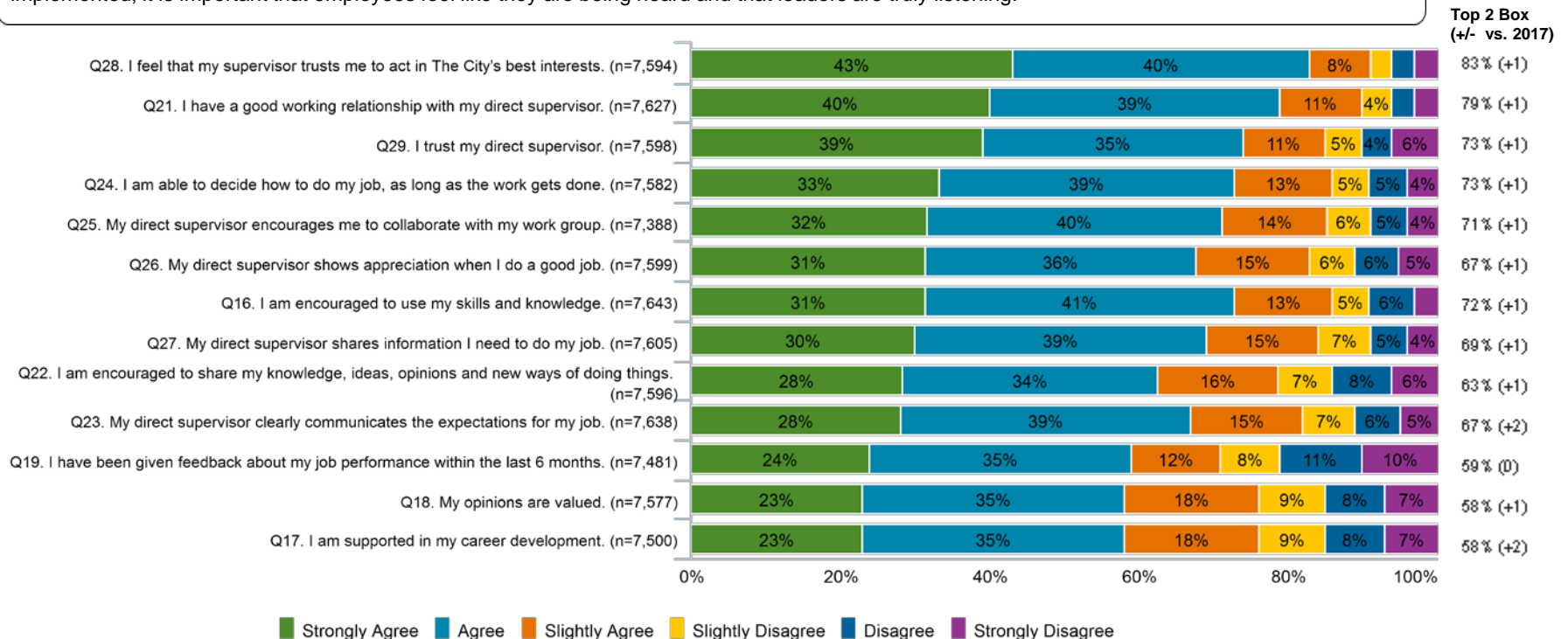
Strengths

Q28. I feel that my supervisor trusts me to act in The City's best interests.	5.1
Q21. I have a good working relationship with my direct supervisor.	5.0

Opportunities

Q17. I am supported in my career development.	4.3
Q19. I have been given feedback about my job performance within the last 6 months.	4.2

Action Items: Provide employees with an opportunity to discuss their opinions in a constructive and positive way. While not all opinions can be implemented, it is important that employees feel like they are being heard and that leaders are truly listening.



Note: Totals may not sum due to rounding.

Supervisor Relationships Focus Map

Enable workplace productivity using effective, trusting employee-manager relationships, communication and involvement.

Supervisor Relationship includes different aspects of the employee's relationship with their direct supervisor including trust, encouragement, recognition, communication, support and feedback. Developing positive relationships with employees and encouraging them to use their skills and knowledge are important elements related to employee engagement.



Note: If the red diamond shifts up on the chart compared to its associated black diamond, then performance has improved from last year. A shift to the right indicates a higher degree of importance on employee engagement compared to last year. It is most impactful to target questions in the lower right (Focus) quadrant.

Mental Health Index



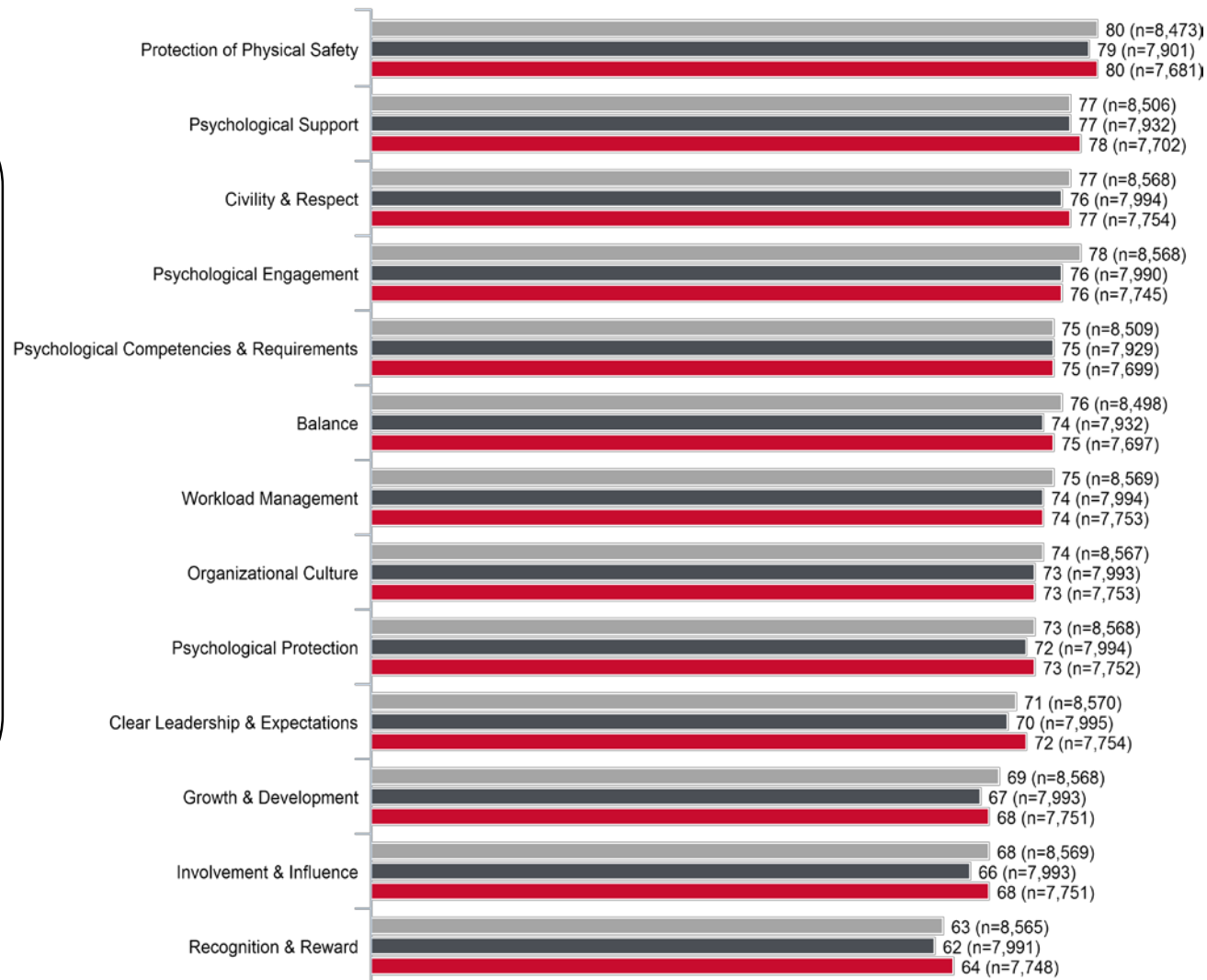
2017	72
2018	73

Mental Health Index

Promoting psychological well-being.

The Mental Health Index identifies 13 factors that can prevent harm to employee psychological health and promote psychological well-being.

When organizations identify and properly respond to the psychological health and safety of their workforce, they can increase employee engagement, performance and creativity. Increased employee engagement and performance can reduce workplace conflict, grievances, turnover and absenteeism, while ensuring employees are better able to deliver high quality public services. The Corporate Employee Survey statements were captured under each of these factors to create a Mental Health Index, which can be used to identify areas where we're doing well and areas for improvement, as they relate to the Corporation's overall health and well-being.



Safety Climate



2017	80
2018	80

Safety Climate

Promoting safe and responsible workplace practices.

Strengths

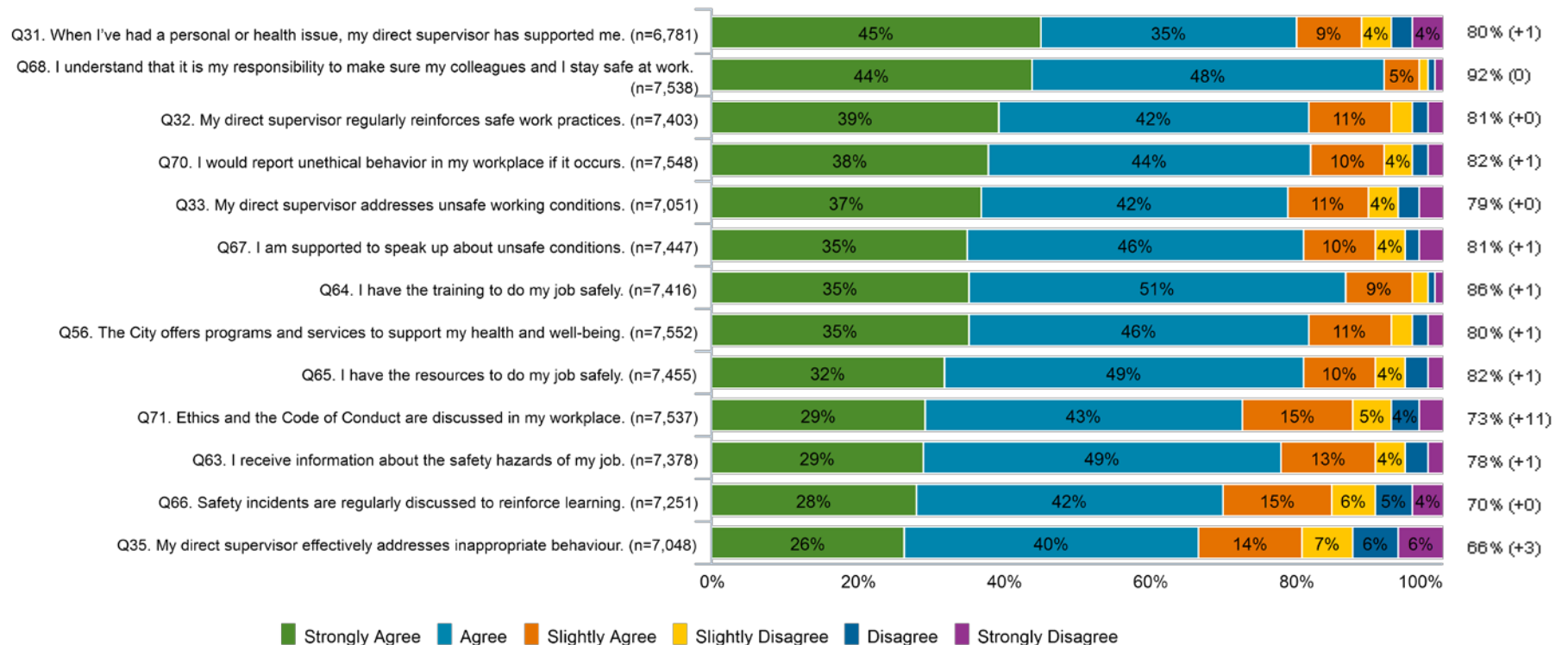
- Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work. 5.3
- Q64. I have the training to do my job safely. 5.1

Opportunities

- Q66. Safety incidents are regularly discussed to reinforce learning. 4.7
- Q35. My direct supervisor effectively addresses inappropriate behaviour. 4.5

Action Items: Leaders can build a safety climate by encouraging open communication about their work environment and employee well-being. Create a safe environment where employees can share information and speak-up on ethical and safety issues.

Top 2 Box
(+/- vs. 2017)



Note: Totals may not sum due to rounding.

Inclusion Index



2017	69
2018	71

Inclusion Index

The Inclusion Index is a measurement for how inclusive employees perceive their workplace.

The collection of this information will help guide ongoing diversity and inclusion initiatives in our organization. Business units and leaders can use it to identify areas where we are doing well and opportunities for improvement to create an accessible, safe and inclusive workplace.

Strengths

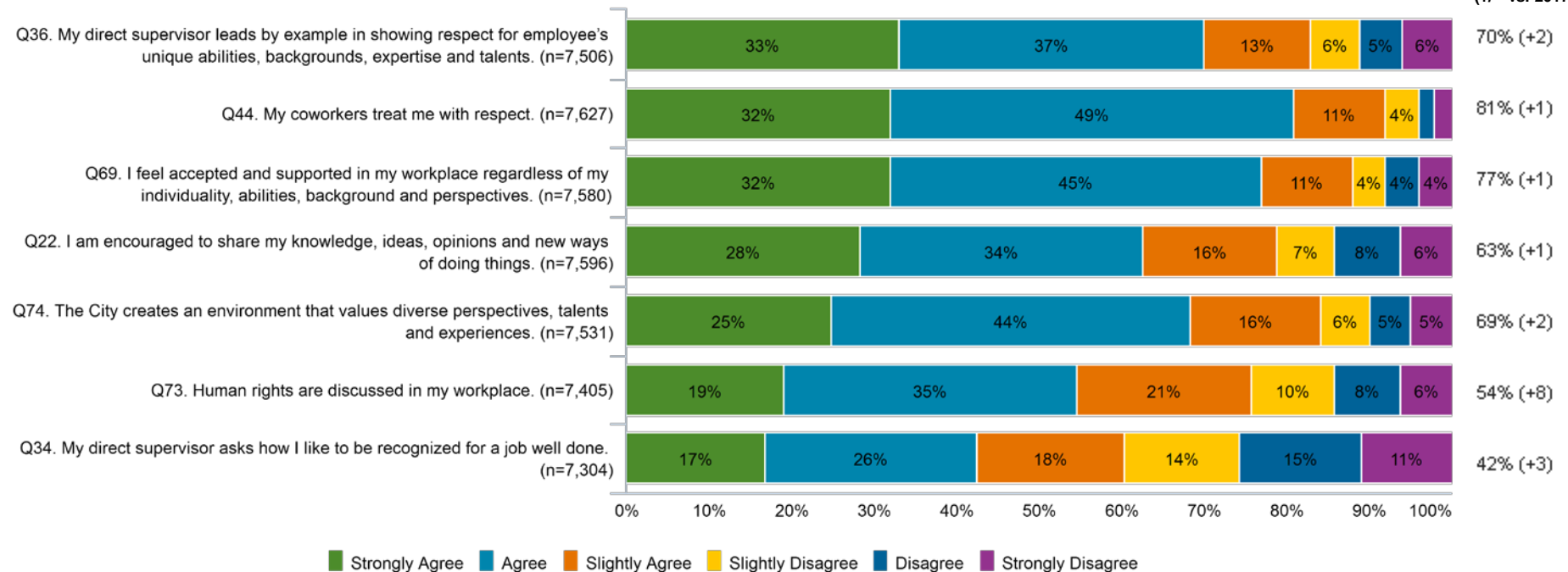
Q44. My coworkers treat me with respect.	5.0
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	4.8

Opportunities

Q73. Human rights are discussed in my workplace.	4.3
Q34. My direct supervisor asks how I like to be recognized for a job well done.	3.8

Action Items: Recognize others in a way that matters to them for their exceptional public service. Recognize individual and team efforts, and celebrate successes in a meaningful way. Model shared values and ethical behaviours. Address barriers that affect individual employee perceptions of safety.

Top 2 Box
(+/- vs. 2017)



Strongly Agree Agree Slightly Agree Slightly Disagree Disagree Strongly Disagree

Note: Totals may not sum due to rounding.

Appendix A - Demographics



Demographics

GENDER or GENDER EXPRESSION



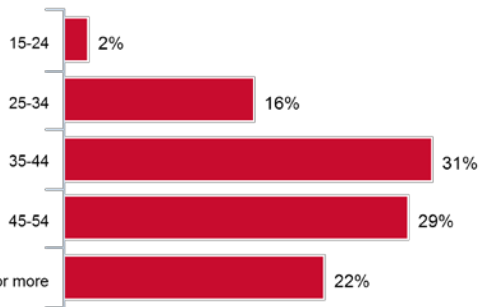
Base 7,350

LGBT COMMUNITY



AGE

Base 7,163



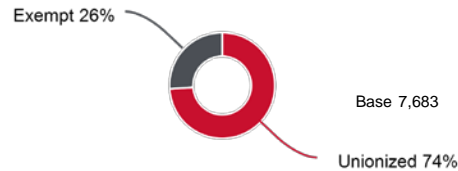
Base 7,259

EMPLOYMENT STATUS



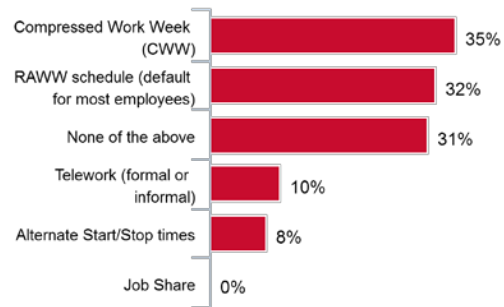
Base 7,758

UNION STATUS



Base 7,683

FLEXIBLE WORK OPTIONS



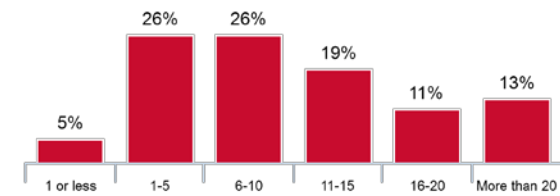
Base 6,585

JOB TYPE



Base 6,625

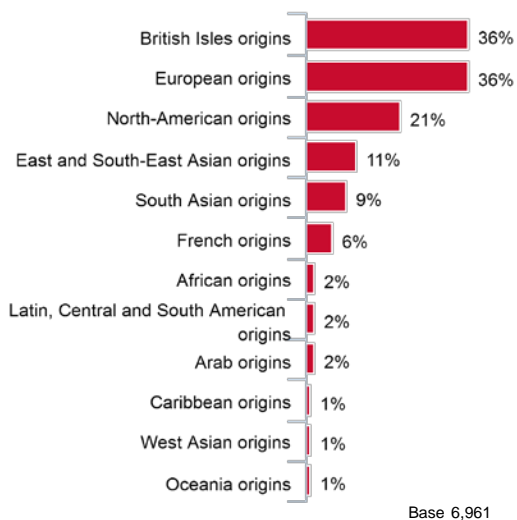
YEARS OF SERVICE



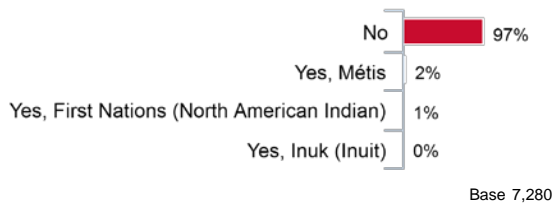
Base 7,179

Demographics

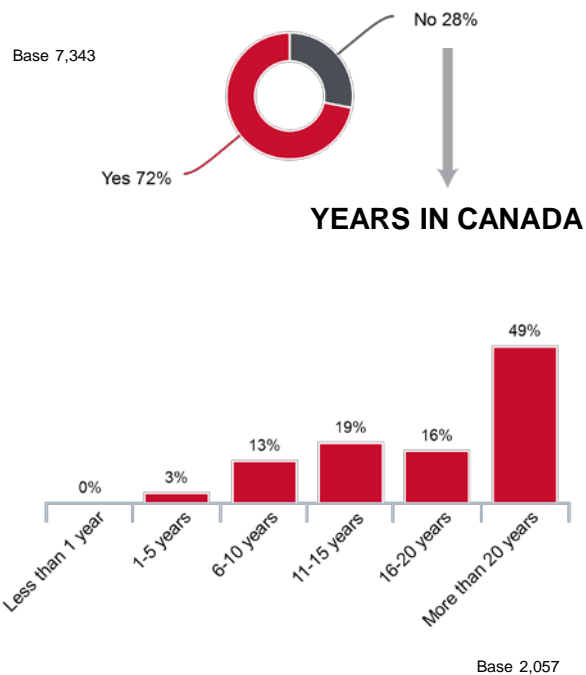
ETHNIC/CULTURAL GROUPS



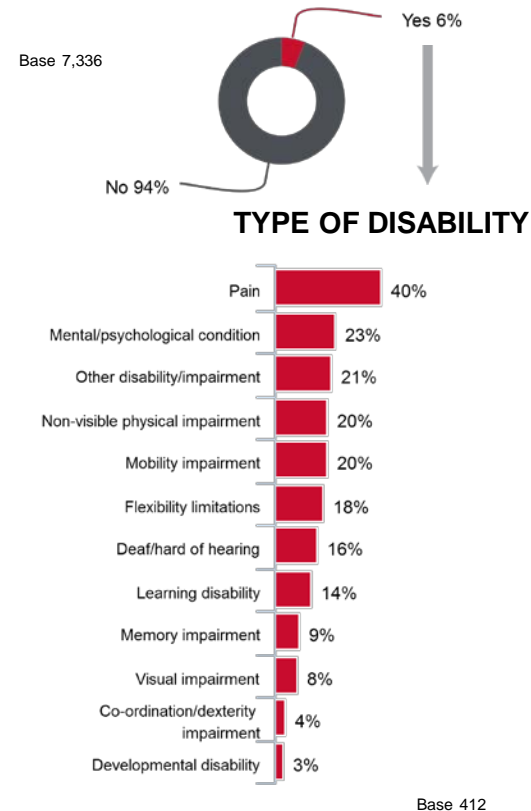
INDIGENOUS STATUS



BORN IN CANADA



WORKING WITH A DISABILITY



Appendix B - Response Rates

By Department, Business Unit and Employee Type

	Overall	Permanent	Temporary	Seasonal
City of Calgary	54.5%	58%	30%	41%
Chief Financial Office	83%	83%	76%	-
Assessment	85%	92%	37%	-
Corporate Initiatives	91%	89%	N/A	-
Customer Service & Communications	86%	86%	84%	-
Finance	82%	82%	74%	-
Human Resources	82%	83%	68%	-
Information Technology	80%	80%	86%	-
Community Services	39%	50%	16%	30%
Calgary Community Standards	64%	65%	51%	-
CEMA	88%	88%	N/A	-
Calgary Fire Department	30%	30%	50%	-
Calgary Housing	83%	82%	N/A	-
Calgary Neighbourhoods	46%	76%	14%	-
Calgary Parks	52%	74%	44%	32%
Calgary Recreation	26%	67%	14%	18%
Corporate Administration	82%	83%	71%	-
City Auditors Office	81%	80%	N/A	-
City Management Office	92%	N/A	N/A	-
GM Office	77%	77%	-	-
Law and Legislative Services	77%	76%	83%	-
City Clerks	83%	79%	N/A	-
Corporate Security	71%	72%	70%	-
Law Department	77%	77%	N/A	-

	Overall	Permanent	Temporary	Seasonal
Deputy City Manager	73%	74%	67%	-
Corporate Analytics & Innovation	78%	78%	69%	-
Facility Management	67%	67%	67%	-
Fleet Services	67%	67%	N/A	-
Real Estate & Development Services	84%	83%	N/A	-
Supply	75%	77%	N/A	-
Planning and Development	70%	69%	71%	-
Calgary Approvals	71%	70%	N/A	-
Calgary Building Services	66%	66%	62%	-
Calgary Growth Strategies	86%	85%	N/A	-
Community Planning	73%	73%	15%	-
Transportation	48%	47%	54%	62%
Calgary Transit	41%	41%	45%	-
Roads	62%	62%	72%	62%
Transportation Infrastructure	74%	74%	N/A	-
Transportation Planning	83%	81%	N/A	-
Green Line	89%	88%	N/A	-
Utilities & Environmental Protection	60%	61%	64%	52%
Environmental and Safety Mgmt	84%	87%	N/A	-
Waste & Recycling Services	49%	50%	N/A	44%
Water Resources	76%	77%	73%	-
Water Services	59%	58%	N/A	69%

Note: Response rates for groups with fewer than 10 respondents are reported as N/A. Dashes indicate that there are no employees in the category.

Appendix C – Detailed Demographic Results

	Total	Gender			Age Groups				
		Male	Female	Other	15-24	25-34	35-44	45-54	55+
Base Size:	7758	4494	2724	132	124	1167	2252	2089	1627
Employee Engagement	74	75	75	60	74	73	75	75	75
Q10. I feel energized at work.	49%	51%	49%	21%	52%	47%	49%	51%	52%
Q11. When I'm at work, time goes by quickly.	62%	63%	65%	39%	45%	57%	63%	66%	65%
Q12. I am enthusiastic about my job.	65%	67%	66%	42%	72%	63%	66%	67%	68%
Q13. I can continue working for very long periods.	67%	69%	68%	48%	69%	67%	68%	68%	68%
Q14. I am proud of the work that I do.	83%	84%	83%	65%	80%	78%	83%	85%	87%
Q15. I feel happy when I am working hard.	82%	81%	86%	63%	80%	82%	84%	84%	80%
Supervisor Relationship	73	73	75	57	78	76	75	73	72
Q16. I am encouraged to use my skills and knowledge.	72%	72%	76%	53%	76%	76%	75%	72%	70%
Q17. I am supported in my career development.	58%	57%	62%	34%	71%	63%	60%	57%	55%
Q18. My opinions are valued.	58%	57%	63%	34%	65%	63%	62%	58%	54%
Q19. I have been given feedback about my job performance within the last 6 months.	59%	58%	64%	41%	66%	61%	61%	59%	58%
Q21. I have a good working relationship with my direct supervisor.	79%	80%	80%	56%	81%	83%	80%	79%	77%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	63%	61%	69%	35%	65%	67%	68%	62%	57%
Q23. My direct supervisor clearly communicates the expectations for my job.	67%	69%	67%	41%	75%	70%	68%	68%	68%
Q24. I am able to decide how to do my job, as long as the work gets done.	73%	73%	75%	57%	69%	72%	74%	74%	73%
Q25. My direct supervisor encourages me to collaborate with my work group.	71%	71%	75%	51%	78%	75%	75%	71%	67%
Q26. My direct supervisor shows appreciation when I do a good job.	67%	68%	70%	42%	75%	71%	70%	67%	65%
Q27. My direct supervisor shares information I need to do my job.	69%	70%	70%	45%	74%	72%	71%	69%	67%
Q28. I feel that my supervisor trusts me to act in The City's best interests.	83%	83%	86%	60%	89%	88%	85%	83%	81%
Q29. I trust my direct supervisor.	73%	75%	74%	48%	82%	78%	75%	73%	72%
Leadership Impact	65	66	67	48	71	65	66	66	66
Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents.	70%	71%	72%	47%	74%	76%	71%	70%	68%
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity.	68%	68%	65%	47%	78%	67%	66%	66%	68%
Q47. There is cooperation between the different work groups within my business unit.	55%	55%	58%	34%	64%	55%	55%	58%	55%
Q49. My business unit puts the needs of citizens first in all actions, plans, and decisions.	67%	67%	70%	49%	79%	66%	67%	67%	69%
Q50. My business unit communicates well with employees concerning issues that affect their job.	50%	52%	49%	24%	59%	48%	50%	52%	50%
Q52. There is a strong culture of accountability in my work group.	65%	66%	67%	45%	71%	64%	64%	67%	68%
Q53. My business unit has created a work environment that drives high performance.	51%	51%	54%	26%	67%	50%	52%	53%	50%
Q54. Senior management clearly communicates the City's goals and objectives.	51%	51%	54%	27%	58%	49%	51%	54%	52%
Q75. My business unit will act on the results of this survey.	44%	44%	46%	21%	49%	42%	44%	46%	47%
Q76. I've noticed some positive changes in my work environment since the last survey.	37%	37%	40%	17%	35%	36%	38%	40%	38%
Role Clarity	84	84	85	75	84	83	83	84	85
Q38. I see a connection between the work I do and the service my business unit provides.	82%	82%	83%	64%	85%	81%	83%	81%	84%
Q39. I feel productive in my job.	80%	80%	82%	62%	78%	79%	79%	81%	83%
Q40. I feel competent in my job.	91%	92%	90%	81%	90%	90%	91%	91%	94%
Q41. The work that I do is meaningful.	86%	86%	86%	73%	82%	81%	84%	88%	90%
Q45. I know what behaviors are expected of me.	92%	92%	94%	81%	89%	91%	93%	93%	93%
Q48. I know what is expected of me in providing excellent customer service as an employee at The City.	89%	88%	91%	73%	93%	88%	89%	89%	90%
Q51. I am held responsible for the work that I do.	89%	88%	91%	75%	89%	86%	88%	90%	91%
Personal Growth	66	67	68	52	69	68	67	67	66
Q20. My direct supervisor provides me with useful feedback.	61%	62%	63%	38%	64%	63%	64%	63%	59%
Q34. My direct supervisor asks how I like to be recognized for a job well done.	42%	41%	46%	24%	41%	45%	44%	43%	40%
Q42. In my role, I have the opportunity to work with other City departments.	68%	67%	71%	54%	49%	65%	71%	69%	66%
Q58. I am satisfied with the career options available to me at The City of Calgary.	62%	63%	62%	36%	71%	62%	61%	61%	65%
Q61. Overall, I am satisfied with the on-the-job training I have received.	60%	62%	60%	39%	70%	58%	59%	62%	63%
Q62. Over the past year I had opportunities at work for growth and development.	53%	53%	55%	32%	69%	58%	54%	52%	49%
Team Culture	76	76	77	63	80	77	76	76	76
Q30. My efforts to live a healthy lifestyle are supported.	72%	72%	75%	46%	83%	74%	73%	72%	72%
Q37. I trust the people I work with.	67%	68%	67%	44%	77%	70%	68%	68%	65%
Q44. My coworkers treat me with respect.	81%	82%	81%	65%	83%	82%	81%	81%	82%
Q46. The people I work with cooperate to get the job done.	76%	76%	76%	61%	80%	73%	76%	77%	77%
Q59. My work arrangements are flexible enough to meet my needs.	71%	71%	72%	53%	80%	69%	70%	73%	73%
Q60. Overall, I am satisfied with my work-life balance.	71%	72%	71%	54%	78%	70%	69%	72%	75%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	77%	78%	78%	53%	85%	80%	79%	76%	76%

Note: The grey highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.

Appendix C – Detailed Demographic Results

	Total	Gender			Age Groups				
		Male	Female	Other	15-24	25-34	35-44	45-54	55+
Base Size:	7758	4494	2724	132	124	1167	2252	2089	1627
Safety Climate	80	80	82	68	81	82	81	80	79
Q31. When I've had a personal or health issue, my direct supervisor has supported me.	80%	80%	83%	59%	84%	84%	82%	79%	78%
Q32. My direct supervisor regularly reinforces safe work practices.	81%	81%	83%	61%	81%	85%	83%	80%	79%
Q33. My direct supervisor addresses unsafe working conditions.	79%	79%	82%	63%	81%	84%	81%	78%	77%
Q35. My direct supervisor effectively addresses inappropriate behaviour.	66%	69%	63%	50%	72%	67%	67%	66%	66%
Q56. The City offers programs and services to support my health and well-being.	80%	80%	82%	67%	79%	75%	80%	83%	84%
Q63. I receive information about the safety hazards of my job.	78%	77%	81%	62%	78%	78%	78%	79%	78%
Q64. I have the training to do my job safely.	86%	85%	88%	68%	84%	86%	86%	86%	87%
Q65. I have the resources to do my job safely.	82%	81%	85%	60%	84%	83%	83%	80%	82%
Q66. Safety incidents are regularly discussed to reinforce learning.	70%	71%	71%	51%	67%	71%	72%	71%	69%
Q67. I am supported to speak up about unsafe conditions.	81%	80%	85%	63%	86%	83%	83%	80%	80%
Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work.	92%	92%	93%	78%	90%	92%	93%	93%	91%
Q70. I would report unethical behavior in my workplace if it occurs.	82%	82%	83%	61%	82%	82%	82%	82%	83%
Q71. Ethics and the Code of Conduct are discussed in my workplace.	73%	73%	75%	60%	74%	74%	74%	73%	74%
Employee Satisfaction Elements									
Q1. I know and understand the current objectives of my business unit.	72%	73%	73%	44%	76%	71%	73%	73%	73%
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly.	76%	77%	78%	55%	85%	78%	77%	78%	76%
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job.	62%	63%	63%	38%	75%	61%	62%	62%	66%
Q4. I am meaningfully involved in decisions that affect my job and me.	48%	50%	49%	23%	63%	49%	50%	49%	48%
Q5. Overall, I am satisfied with development opportunities and/or training.	54%	55%	53%	27%	68%	52%	52%	54%	58%
Q6. I am truly appreciated for the contribution I make to my business unit.	56%	58%	57%	31%	69%	56%	58%	56%	57%
Q7. I am sufficiently rewarded for the effort that I put into my job.	46%	46%	50%	15%	63%	48%	47%	47%	46%
Q8. My work related stress is manageable.	58%	60%	58%	31%	75%	60%	56%	59%	62%
Employee Engagement Outcomes									
Q9. Overall, I am satisfied with the quality of my work life in my business unit.	64%	67%	64%	40%	80%	65%	64%	66%	66%
Q55. I am proud to work at The City of Calgary.	84%	85%	87%	66%	88%	83%	85%	85%	87%
Q57. I would recommend the City of Calgary as an employer to a family member or friend.	80%	80%	82%	60%	89%	84%	82%	79%	80%
Inclusion	71	71	73	57	74	73	72	71	70
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	63%	61%	69%	35%	65%	67%	68%	62%	57%
Q34. My direct supervisor asks how I like to be recognized for a job well done.	42%	41%	46%	24%	41%	45%	44%	43%	40%
Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents.	70%	71%	72%	47%	74%	76%	71%	70%	68%
Q44. My coworkers treat me with respect.	81%	82%	81%	65%	83%	82%	81%	81%	82%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	77%	78%	78%	53%	85%	80%	79%	76%	76%
Q73. Human rights are discussed in my workplace.	54%	55%	56%	44%	61%	54%	56%	55%	55%
Q74. The City creates an environment that values diverse perspectives, talents and experiences.	69%	69%	71%	46%	78%	71%	70%	69%	68%
4 C s Framework									
Character	78	78	79	64	82	80	79	78	78
Competence	74	74	75	61	78	75	74	74	74
Commitment	77	78	78	66	81	77	78	78	79
Collaboration	72	72	74	59	73	73	74	72	71

Note: The grey highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.

Appendix C – Detailed Demographic Results

	Total	Gender			Age Groups				
		Male	Female	Other	15-24	25-34	35-44	45-54	55+
Base Size:	7758	4494	2724	132	124	1167	2252	2089	1627
Mental Health	73	73	75	59	77	74	74	73	73
Psychological Support	78	78	80	63	80	80	79	78	78
Q21. I have a good working relationship with my direct supervisor.	79%	80%	80%	56%	81%	83%	80%	79%	77%
Q31. When I've had a personal or health issue, my direct supervisor has supported me.	80%	80%	83%	59%	84%	84%	82%	79%	78%
Q72. If I am faced with an ethical dilemma, I know where I can go for help in resolving the situation.	74%	74%	76%	48%	74%	73%	75%	74%	74%
Organizational Culture	73	74	75	59	78	75	74	74	74
Q9. Overall, I am satisfied with the quality of my work life in my business unit.	64%	67%	64%	40%	80%	65%	64%	66%	66%
Q25. My direct supervisor encourages me to collaborate with my work group.	71%	71%	75%	51%	78%	75%	75%	71%	67%
Q28. I feel that my supervisor trusts me to act in The City's best interests.	83%	83%	86%	60%	89%	88%	85%	83%	81%
Q29. I trust my direct supervisor.	73%	75%	74%	48%	82%	78%	75%	73%	72%
Q35. My direct supervisor effectively addresses inappropriate behaviour.	66%	69%	63%	50%	72%	67%	67%	66%	66%
Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents.	70%	71%	72%	47%	74%	76%	71%	70%	68%
Q37. I trust the people I work with.	67%	68%	67%	44%	77%	70%	68%	68%	65%
Q45. I know what behaviors are expected of me.	92%	92%	94%	81%	89%	91%	93%	93%	93%
Q46. The people I work with cooperate to get the job done.	76%	76%	76%	61%	80%	73%	76%	77%	77%
Q47. There is cooperation between the different work groups within my business unit.	55%	55%	56%	34%	64%	55%	55%	56%	55%
Q52. There is a strong culture of accountability in my work group.	65%	68%	67%	45%	71%	64%	64%	67%	68%
Q70. I would report unethical behavior in my workplace if it occurs.	82%	82%	83%	61%	82%	82%	82%	82%	83%
Q74. The City creates an environment that values diverse perspectives, talents and experiences.	69%	69%	71%	46%	78%	71%	70%	69%	68%
Q76. I've noticed some positive changes in my work environment since the last survey.	37%	37%	40%	17%	35%	36%	38%	40%	38%
Clear Leadership & Expectations	72	72	73	58	76	73	73	72	72
Q1. I know and understand the current objectives of my business unit.	72%	73%	73%	44%	76%	71%	73%	73%	73%
Q19. I have been given feedback about my job performance within the last 6 months.	59%	58%	64%	41%	66%	61%	61%	59%	58%
Q20. My direct supervisor provides me with useful feedback.	61%	62%	63%	38%	64%	63%	64%	63%	59%
Q23. My direct supervisor clearly communicates the expectations for my job.	67%	69%	67%	41%	75%	70%	68%	68%	66%
Q27. My direct supervisor shares information I need to do my job.	69%	70%	70%	45%	74%	72%	71%	69%	67%
Q45. I know what behaviors are expected of me.	92%	92%	94%	81%	89%	91%	93%	93%	93%
Q48. I know what is expected of me in providing excellent customer service as an employee at The City.	89%	88%	91%	73%	93%	88%	89%	89%	90%
Q50. My business unit communicates well with employees concerning issues that affect their job.	50%	52%	49%	24%	59%	48%	50%	52%	50%
Q54. Senior management clearly communicates the City's goals and objectives.	51%	51%	54%	27%	58%	49%	51%	54%	52%
Q71. Ethics and the Code of Conduct are discussed in my workplace.	73%	73%	75%	60%	74%	74%	74%	73%	74%
Q73. Human rights are discussed in my workplace.	54%	55%	56%	44%	61%	54%	56%	55%	55%
Civility & Respect	77	77	78	64	80	78	78	77	77
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly.	76%	77%	78%	55%	85%	78%	77%	78%	76%
Q35. My direct supervisor effectively addresses inappropriate behaviour.	68%	69%	63%	50%	72%	67%	67%	66%	66%
Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents.	70%	71%	72%	47%	74%	76%	71%	70%	68%
Q44. My coworkers treat me with respect.	81%	82%	81%	65%	83%	82%	81%	81%	82%
Q46. The people I work with cooperate to get the job done.	76%	76%	76%	61%	80%	73%	76%	77%	77%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	77%	78%	78%	53%	85%	80%	79%	76%	76%
Q70. I would report unethical behavior in my workplace if it occurs.	82%	82%	83%	61%	82%	82%	82%	82%	83%
Psychological Competencies & Requirements	75	75	77	62	79	77	76	75	74
Q16. I am encouraged to use my skills and knowledge.	72%	72%	76%	53%	76%	76%	75%	72%	70%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	63%	61%	69%	35%	65%	67%	68%	62%	57%
Q29. I trust my direct supervisor.	73%	75%	74%	48%	82%	78%	75%	73%	72%
Q37. I trust the people I work with.	67%	68%	67%	44%	77%	70%	68%	68%	65%
Q44. My coworkers treat me with respect.	81%	82%	81%	65%	83%	82%	81%	81%	82%
Q46. The people I work with cooperate to get the job done.	76%	76%	76%	61%	80%	73%	76%	77%	77%
Growth & Development	68	68	70	54	72	70	69	68	68
Q5. Overall, I am satisfied with development opportunities and/or training.	54%	55%	53%	27%	68%	52%	52%	54%	58%
Q17. I am supported in my career development.	58%	57%	62%	34%	71%	63%	60%	57%	55%
Q19. I have been given feedback about my job performance within the last 6 months.	59%	58%	64%	41%	66%	61%	61%	59%	58%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	63%	61%	69%	35%	65%	67%	68%	62%	57%
Q42. In my role, I have the opportunity to work with other City departments.	68%	67%	71%	54%	49%	65%	71%	69%	66%
Q58. I am satisfied with the career options available to me at The City of Calgary.	62%	63%	62%	36%	71%	62%	61%	61%	65%
Q60. Overall, I am satisfied with my work-life balance.	71%	72%	71%	54%	78%	70%	69%	72%	75%
Q82. Over the past year I had opportunities at work for growth and development.	53%	53%	55%	32%	69%	58%	54%	52%	49%

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Appendix C – Detailed Demographic Results

	Total	Gender			Age Groups				
		Male	Female	Other	15-24	25-34	35-44	45-54	55+
Base Size:	7758	4494	2724	132	124	1167	2252	2089	1627
Recognition & Reward	64	64	66	45	71	66	65	64	63
Q6. I am truly appreciated for the contribution I make to my business unit.	56%	58%	57%	31%	69%	56%	58%	56%	57%
Q7. I am sufficiently rewarded for the effort that I put into my job.	46%	46%	50%	15%	63%	48%	47%	47%	46%
Q26. My direct supervisor shows appreciation when I do a good job.	67%	68%	70%	42%	75%	71%	70%	67%	65%
Q34. My direct supervisor asks how I like to be recognized for a job well done.	42%	41%	46%	24%	41%	45%	44%	43%	40%
Involvement & Influence	68	68	69	52	73	69	69	68	67
Q4. I am meaningfully involved in decisions that affect my job and me.	48%	50%	49%	23%	63%	49%	50%	49%	48%
Q18. My opinions are valued.	58%	57%	63%	34%	65%	63%	62%	58%	54%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	63%	61%	69%	35%	65%	67%	68%	62%	57%
Q24. I am able to decide how to do my job, as long as the work gets done.	73%	73%	75%	57%	69%	72%	74%	74%	73%
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity.	66%	68%	65%	47%	78%	67%	66%	66%	68%
Q50. My business unit communicates well with employees concerning issues that affect their job.	50%	52%	49%	24%	59%	48%	50%	52%	50%
Workload Management	74	75	76	62	76	74	75	75	75
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job.	62%	63%	63%	38%	75%	61%	62%	62%	66%
Q24. I am able to decide how to do my job, as long as the work gets done.	73%	73%	75%	57%	69%	72%	74%	74%	73%
Q39. I feel productive in my job.	80%	80%	82%	62%	78%	79%	79%	81%	83%
Q42. In my role, I have the opportunity to work with other City departments.	68%	67%	71%	54%	49%	65%	71%	69%	66%
Q59. My work arrangements are flexible enough to meet my needs.	71%	71%	72%	53%	80%	69%	70%	73%	73%
Q60. Overall, I am satisfied with my work-life balance.	71%	72%	71%	54%	78%	70%	69%	72%	75%
Psychological Engagement	76	77	77	64	76	76	77	77	78
Q10. I feel energized at work.	49%	51%	49%	21%	52%	47%	49%	51%	52%
Q11. When I'm at work, time goes by quickly.	62%	63%	65%	39%	45%	57%	63%	66%	65%
Q12. I am enthusiastic about my job.	65%	67%	66%	42%	72%	63%	66%	67%	68%
Q13. I can continue working for very long periods.	67%	69%	66%	48%	69%	67%	68%	68%	66%
Q14. I am proud of the work that I do.	83%	84%	83%	65%	80%	78%	83%	85%	87%
Q15. I feel happy when I am working hard.	82%	81%	86%	63%	80%	82%	84%	84%	80%
Q41. The work that I do is meaningful.	86%	86%	86%	73%	82%	81%	84%	88%	90%
Q55. I am proud to work at The City of Calgary.	84%	85%	87%	66%	88%	83%	85%	85%	87%
Balance	75	75	76	61	79	75	75	75	76
Q30. My efforts to live a healthy lifestyle are supported.	72%	72%	75%	46%	83%	74%	73%	72%	72%
Q59. My work arrangements are flexible enough to meet my needs.	71%	71%	72%	53%	80%	69%	70%	73%	73%
Q60. Overall, I am satisfied with my work-life balance.	71%	72%	71%	54%	78%	70%	69%	72%	75%
Psychological Protection	73	73	75	59	78	75	74	73	73
Q8. My work related stress is manageable.	58%	60%	58%	31%	75%	60%	56%	59%	62%
Q18. My opinions are valued.	58%	57%	63%	34%	65%	63%	62%	58%	54%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	63%	61%	69%	35%	65%	67%	68%	62%	57%
Q35. My direct supervisor effectively addresses inappropriate behaviour.	66%	69%	63%	50%	72%	67%	67%	66%	66%
Q44. My coworkers treat me with respect.	81%	82%	81%	65%	83%	82%	81%	81%	82%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	77%	78%	78%	53%	85%	80%	79%	76%	76%
Q70. I would report unethical behavior in my workplace if it occurs.	82%	82%	83%	61%	82%	82%	82%	82%	83%
Protection of Physical Safety	80	80	81	69	81	82	81	80	79
Q32. My direct supervisor regularly reinforces safe work practices.	81%	81%	83%	61%	81%	85%	83%	80%	79%
Q33. My direct supervisor addresses unsafe working conditions.	79%	79%	82%	63%	81%	84%	81%	78%	77%
Q63. I receive information about the safety hazards of my job.	78%	77%	81%	62%	78%	78%	78%	79%	78%
Q64. I have the training to do my job safely.	86%	85%	88%	68%	84%	86%	86%	86%	87%
Q65. I have the resources to do my job safely.	82%	81%	85%	60%	84%	83%	83%	80%	82%
Q66. Safety incidents are regularly discussed to reinforce learning.	70%	71%	71%	51%	67%	71%	72%	71%	69%
Q67. I am supported to speak up about unsafe conditions.	81%	80%	85%	63%	86%	83%	83%	80%	80%
Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work.	92%	92%	93%	78%	90%	92%	93%	93%	91%

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Appendix C – Detailed Demographic Results

	Total	Union Status		Job Type									Years with The City					
		Exempt	Unionized	Administrative/ Support	City Manager, General Manager	Business Unit Director	Business Unit Manager	Professional/ Technical	Supervisor/ Team Leader/Foreman/ Coordinator	Team Member/ Production/ Service/ Front-line	Trades		1 or less	1-5	6-10	11-15	16-20	More than 20
Base Size:	7758	2011	5672	563	14	31	172	2062	1384	2043	356		379	1888	1846	1390	764	912
Employee Engagement	74	78	73	73	80	84	84	74	77	72	72		80	76	74	73	73	73
Q10. I feel energized at work.	49%	56%	47%	48%	71%	71%	69%	49%	53%	48%	44%		70%	53%	49%	48%	46%	46%
Q11. When I'm at work, time goes by quickly.	62%	75%	58%	61%	79%	94%	87%	66%	72%	54%	54%		67%	65%	61%	62%	64%	64%
Q12. I am enthusiastic about my job.	65%	72%	63%	60%	71%	71%	84%	65%	71%	62%	61%		83%	70%	64%	62%	65%	64%
Q13. I can continue working for very long periods.	67%	72%	65%	67%	71%	74%	84%	65%	73%	68%	67%		78%	71%	68%	63%	67%	64%
Q14. I am proud of the work that I do.	83%	87%	82%	79%	86%	97%	94%	82%	88%	80%	82%		89%	83%	82%	83%	84%	86%
Q15. I feel happy when I am working hard.	82%	88%	80%	84%	86%	87%	92%	84%	87%	79%	77%		90%	85%	83%	81%	81%	80%
Supervisor Relationship	73	80	71	74	78	84	85	77	77	70	67		83	76	73	72	71	71
Q16. I am encouraged to use my skills and knowledge.	72%	82%	69%	75%	71%	90%	87%	79%	80%	67%	66%		85%	76%	74%	71%	71%	68%
Q17. I am supported in my career development.	58%	70%	53%	59%	77%	79%	81%	63%	66%	52%	45%		79%	63%	56%	55%	55%	57%
Q18. My opinions are valued.	58%	76%	52%	59%	64%	90%	86%	68%	69%	49%	49%		78%	65%	56%	57%	53%	55%
Q19. I have been given feedback about my job performance within the last 6 months.	59%	69%	56%	60%	79%	83%	76%	65%	60%	54%	41%		81%	64%	59%	59%	56%	53%
Q20. I have a good working relationship with my direct supervisor.	79%	85%	76%	80%	71%	87%	90%	83%	82%	74%	72%		89%	83%	79%	78%	77%	74%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	63%	79%	57%	66%	64%	90%	89%	74%	72%	54%	53%		77%	68%	63%	63%	58%	57%
Q23. My direct supervisor clearly communicates the expectations for my job.	67%	69%	66%	68%	79%	79%	78%	69%	68%	58%	59%		84%	70%	68%	66%	62%	63%
Q24. I am able to decide how to do my job, as long as the work gets done.	73%	83%	69%	76%	86%	90%	88%	78%	81%	66%	70%		79%	74%	73%	72%	72%	74%
Q25. My direct supervisor encourages me to collaborate with my work group.	71%	84%	67%	74%	71%	86%	92%	79%	80%	65%	60%		85%	76%	71%	70%	68%	68%
Q26. My direct supervisor shows appreciation when I do a good job.	67%	76%	64%	69%	71%	80%	79%	74%	71%	62%	59%		84%	73%	68%	66%	64%	62%
Q27. My direct supervisor shares information I need to do my job.	69%	77%	66%	69%	71%	77%	85%	74%	72%	66%	61%		85%	72%	70%	67%	66%	64%
Q28. I feel that my supervisor trusts me to act in The City's best interests.	83%	89%	81%	83%	79%	93%	94%	86%	87%	80%	79%		92%	88%	84%	83%	82%	78%
Q29. I trust my direct supervisor.	73%	80%	71%	74%	64%	87%	86%	77%	76%	68%	64%		89%	79%	73%	72%	69%	68%
Leadership Impact	65	71	63	68	78	87	81	67	68	62	59		78	67	65	63	64	64
Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents.	70%	78%	67%	71%	64%	87%	86%	75%	72%	65%	58%		86%	75%	70%	68%	68%	66%
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity.	66%	75%	63%	65%	86%	97%	89%	66%	76%	61%	61%		81%	67%	63%	66%	66%	68%
Q47. There is cooperation between the different work groups within my business unit.	55%	60%	53%	62%	64%	87%	74%	57%	55%	52%	45%		77%	56%	54%	54%	52%	52%
Q49. My business unit puts the needs of citizens first in all actions, plans, and decisions.	67%	72%	65%	75%	86%	90%	83%	68%	68%	64%	61%		80%	69%	68%	64%	63%	66%
Q50. My business unit communicates well with employees concerning issues that affect their job.	50%	56%	47%	56%	57%	90%	72%	51%	49%	47%	44%		73%	53%	49%	48%	46%	45%
Q52. There is a strong culture of accountability in my work group.	65%	73%	63%	68%	86%	84%	84%	69%	67%	61%	50%		82%	67%	65%	63%	65%	67%
Q53. My business unit has created a work environment that drives high performance.	51%	56%	49%	60%	64%	87%	73%	52%	49%	48%	42%		76%	54%	50%	49%	48%	48%
Q54. Senior management clearly communicates the City's goals and objectives.	51%	57%	49%	60%	79%	81%	74%	54%	51%	48%	43%		74%	56%	49%	50%	45%	49%
Q75. My business unit will act on the results of this survey.	44%	56%	40%	47%	57%	93%	82%	46%	49%	37%	34%		71%	47%	43%	41%	40%	44%
Q76. I've noticed some positive changes in my work environment since the last survey.	37%	49%	33%	40%	62%	82%	75%	38%	42%	30%	30%		61%	40%	37%	37%	34%	37%
Role Clarity	84	86	83	84	92	93	91	84	85	82	79		87	84	83	83	84	84
Q38. I see a connection between the work I do and the service my business unit provides.	82%	89%	80%	82%	93%	100%	97%	85%	87%	78%	72%		91%	84%	82%	81%	81%	81%
Q39. I feel productive in my job.	80%	83%	79%	78%	93%	100%	90%	80%	84%	78%	77%		86%	81%	79%	80%	80%	82%
Q40. I feel competent in my job.	91%	93%	91%	89%	93%	97%	97%	92%	94%	90%	91%		94%	92%	91%	91%	90%	93%
Q41. The work that I do is meaningful.	86%	88%	85%	81%	93%	100%	96%	85%	90%	83%	82%		92%	84%	86%	86%	86%	89%
Q45. I know what behaviors are expected of me.	92%	94%	92%	93%	93%	94%	98%	94%	94%	91%	88%		93%	92%	93%	92%	93%	93%
Q48. I know what is expected of me in providing excellent customer service as an employee at The City.	89%	90%	88%	92%	93%	97%	95%	89%	91%	87%	81%		92%	90%	89%	88%	87%	90%
Q51. I am held responsible for the work that I do.	89%	92%	87%	94%	93%	100%	96%	89%	91%	85%	79%		95%	89%	89%	88%	87%	89%
Personal Growth	66	73	64	67	77	81	80	69	71	63	59		77	68	66	65	65	66
Q20. My direct supervisor provides me with useful feedback.	61%	69%	59%	61%	79%	80%	74%	66%	64%	57%	49%		80%	66%	61%	60%	58%	55%
Q34. My direct supervisor asks how I like to be recognized for a job well done.	42%	49%	40%	45%	50%	54%	51%	47%	44%	38%	29%		53%	45%	44%	42%	38%	37%
Q42. In my role, I have the opportunity to work with other City departments.	68%	87%	61%	66%	93%	100%	96%	80%	78%	57%	52%		71%	68%	68%	69%	69%	70%
Q58. I am satisfied with the career options available to me at The City of Calgary.	62%	65%	60%	63%	79%	86%	78%	60%	68%	57%	55%		80%	61%	61%	60%	60%	64%
Q61. Overall, I am satisfied with the on-the-job training I have received.	60%	65%	59%	61%	77%	79%	75%	57%	65%	57%	49%		77%	59%	61%	59%	58%	64%
Q62. Over the past year I had opportunities at work for growth and development.	53%	65%	48%	49%	79%	83%	78%	55%	63%	47%	43%		75%	56%	51%	51%	49%	51%
Team Culture	76	81	74	76	81	83	85	79	78	73	72		84	77	76	75	76	75
Q30. My efforts to live a healthy lifestyle are supported.	72%	82%	69%	74%	64%	69%	86%	81%	77%	66%	65%		86%	75%	73%	71%	71%	68%
Q37. I trust the people I work with.	67%	75%	64%	64%	71%	90%	85%	72%	69%	62%	61%		81%	72%	66%	63%	66%	64%
Q44. My coworkers treat me with respect.	81%	88%	78%	79%	79%	94%	91%	85%	86%	76%	75%		89%	83%	80%	80%	81%	82%
Q46. The people I work with cooperate to get the job done.	76%	80%	74%	75%	79%	90%	84%	78%	79%	74%	75%		86%	75%	75%	75%	79%	76%
Q59. My work arrangements are flexible enough to meet my needs.	71%	83%	67%	74%	86%	77%	89%	78%	75%	65%	70%		80%	72%	71%	69%	70%	73%
Q60. Overall, I am satisfied with my work-life balance.	71%	75%	69%	73%	79%	50%	75%	76%	71%	68%	75%		85%	72%	70%	68%	71%	72%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	77%	84%	74%	76%	71%	97%	92%	80%	82%	73%	70%		89%	81%	77%	74%	75%	74%

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Appendix C – Detailed Demographic Results

	Total	Union Status		Job Type								Years with The City					
		Exempt	Unionized	Administrative/Support	City Manager, General Manager	Business Unit Director	Business Unit Manager	Professional/Technical	Supervisor/Team Leader/Foreman/Coordinator	Team Member/Production/Service/ Front-line	Trades	1 or less	1-5	6-10	11-15	16-20	More than 20
Base Size:	7758	2011	5672	563	14	31	172	2062	1384	2043	356	379	1888	1846	1390	764	912
Safety Climate	80	86	78	81	85	89	90	84	84	77	76	85	81	80	80	79	79
Q31. When I've had a personal or health issue, my direct supervisor has supported me.	80%	90%	76%	82%	86%	91%	93%	87%	85%	76%	71%	90%	84%	81%	79%	76%	76%
Q32. My direct supervisor regularly reinforces safe work practices.	81%	88%	79%	83%	79%	88%	90%	87%	87%	77%	77%	88%	83%	83%	82%	78%	79%
Q33. My direct supervisor addresses unsafe working conditions.	79%	88%	76%	84%	77%	90%	92%	86%	86%	75%	75%	87%	81%	81%	81%	76%	75%
Q35. My direct supervisor effectively addresses inappropriate behaviour.	66%	73%	63%	64%	92%	88%	82%	69%	70%	62%	56%	83%	69%	64%	66%	63%	67%
Q56. The City offers programs and services to support my health and well-being.	80%	87%	78%	84%	92%	81%	95%	85%	84%	74%	73%	87%	81%	80%	81%	81%	80%
Q63. I receive information about the safety hazards of my job.	78%	85%	75%	80%	79%	96%	92%	84%	83%	74%	69%	82%	79%	78%	78%	76%	76%
Q64. I have the training to do my job safely.	86%	93%	83%	88%	93%	100%	97%	90%	90%	81%	79%	89%	87%	86%	86%	84%	85%
Q65. I have the resources to do my job safely.	82%	92%	78%	87%	86%	93%	96%	89%	86%	76%	73%	91%	84%	82%	81%	78%	81%
Q66. Safety incidents are regularly discussed to reinforce learning.	70%	80%	67%	73%	86%	93%	92%	78%	77%	64%	68%	78%	71%	71%	71%	68%	70%
Q67. I am supported to speak up about unsafe conditions.	81%	91%	77%	85%	86%	97%	96%	89%	88%	76%	74%	90%	83%	82%	81%	78%	79%
Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work.	92%	97%	90%	91%	93%	100%	99%	95%	97%	89%	91%	97%	93%	92%	93%	91%	91%
Q70. I would report unethical behavior in my workplace if it occurs.	82%	88%	80%	85%	93%	100%	98%	83%	87%	77%	72%	89%	84%	82%	82%	81%	80%
Q71. Ethics and the Code of Conduct are discussed in my workplace.	73%	81%	70%	76%	86%	93%	94%	75%	82%	68%	65%	86%	73%	73%	72%	71%	74%
Employee Satisfaction Elements																	
Q1. I know and understand the current objectives of my business unit.	72%	79%	70%	72%	92%	94%	92%	71%	75%	69%	64%	83%	76%	72%	70%	70%	70%
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly.	76%	83%	74%	76%	71%	90%	86%	80%	81%	71%	69%	92%	80%	76%	75%	74%	73%
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job.	62%	64%	61%	70%	79%	81%	64%	64%	58%	59%	59%	80%	65%	62%	58%	63%	59%
Q4. I am meaningfully involved in decisions that affect my job and me.	48%	63%	43%	50%	57%	84%	80%	52%	56%	40%	45%	68%	52%	46%	46%	46%	47%
Q5. Overall, I am satisfied with development opportunities and/or training.	54%	62%	51%	56%	69%	77%	81%	53%	61%	46%	42%	75%	54%	51%	51%	52%	58%
Q6. I am truly appreciated for the contribution I make to my business unit.	56%	63%	53%	58%	77%	83%	79%	57%	58%	52%	46%	79%	61%	55%	52%	53%	52%
Q7. I am sufficiently rewarded for the effort that I put into my job.	46%	56%	43%	48%	71%	68%	70%	49%	50%	42%	36%	70%	51%	46%	42%	45%	42%
Q8. My work related stress is manageable.	58%	60%	58%	63%	64%	61%	63%	60%	55%	58%	56%	83%	64%	57%	53%	53%	55%
Employee Engagement Outcomes																	
Q9. Overall, I am satisfied with the quality of my work life in my business unit.	84%	69%	63%	64%	71%	81%	77%	66%	66%	62%	62%	85%	68%	64%	61%	64%	61%
Q55. I am proud to work at The City of Calgary.	84%	87%	84%	88%	85%	81%	94%	85%	87%	82%	81%	94%	86%	85%	84%	83%	82%
Q57. I would recommend the City of Calgary as an employer to a family member or friend.	80%	82%	80%	85%	79%	83%	87%	81%	81%	78%	76%	92%	84%	82%	80%	77%	73%
Inclusion	71	77	69	72	75	84	84	74	75	68	65	80	73	71	70	69	69
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	63%	79%	57%	66%	64%	90%	89%	74%	72%	54%	53%	77%	68%	63%	63%	58%	57%
Q34. My direct supervisor asks how I like to be recognized for a job well done.	42%	49%	40%	45%	50%	54%	51%	47%	44%	38%	29%	53%	45%	44%	42%	38%	37%
Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents.	70%	78%	67%	71%	64%	87%	86%	75%	72%	65%	58%	86%	75%	70%	68%	68%	66%
Q44. My coworkers treat me with respect.	81%	88%	78%	79%	79%	94%	91%	85%	86%	76%	75%	89%	83%	80%	80%	81%	82%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	77%	84%	74%	76%	71%	97%	92%	80%	82%	73%	70%	89%	81%	77%	74%	75%	74%
Q73. Human rights are discussed in my workplace.	54%	62%	51%	58%	50%	90%	81%	56%	63%	51%	46%	71%	55%	54%	52%	54%	57%
Q74. The City creates an environment that values diverse perspectives, talents and experiences.	69%	77%	66%	74%	79%	80%	88%	73%	74%	62%	62%	85%	73%	68%	67%	66%	66%
4 C's Framework																	
Character	78	83	76	79	81	89	88	80	81	75	72	86	80	78	77	77	77
Competence	74	78	72	75	83	88	84	75	76	72	70	83	76	74	72	73	73
Commitment	77	81	76	78	88	91	88	78	80	76	73	84	79	77	77	77	78
Collaboration	72	80	69	74	83	88	86	77	77	69	65	80	74	72	72	71	71

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		Total	Union Status		Job Type								Years with The City						
			Exempt	Unionized	Administrative/ Support	City Manager, General Manager	Business Unit Director	Business Unit Manager	Professional/ Technical	Supervisor/ Team Leader/Foreman/ Coordinator	Team Member/ Production/ Service Front-line	Trades	1 or less	1-5	6-10	11-15	16-20	More than 20	
Base Size:		7758	2011	5672	563	14	31	172	2062	1384	2043	356	379	1888	1846	1390	764	912	
Mental Health		73	79	71	74	81	85	85	76	76	70	68	82	75	73	72	72	72	
Psychological Support		78	85	76	80	83	88	90	82	82	75	72	86	81	78	77	77	77	
Q21. I have a good working relationship with my direct supervisor.		79%	85%	76%	80%	71%	87%	90%	83%	82%	74%	72%	89%	83%	79%	78%	77%	74%	
Q31. When I've had a personal or health issue, my direct supervisor has supported me.		80%	90%	76%	82%	86%	91%	93%	87%	85%	76%	71%	90%	84%	81%	79%	76%	76%	
Q72. If I am faced with an ethical dilemma, I know where I can go for help in resolving the situation.		74%	83%	70%	77%	93%	93%	94%	78%	81%	68%	64%	84%	76%	73%	72%	72%	75%	
Organizational Culture		73	79	72	75	80	87	85	76	76	71	68	83	76	73	72	72	72	
Q9. Overall, I am satisfied with the quality of my work life in my business unit.		64%	69%	63%	64%	71%	81%	77%	66%	66%	62%	62%	85%	68%	64%	61%	64%	61%	
Q25. My direct supervisor encourages me to collaborate with my work group.		71%	84%	67%	74%	71%	86%	92%	79%	80%	65%	60%	85%	76%	71%	70%	68%	68%	
Q28. I feel that my supervisor trusts me to act in The City's best interests.		83%	89%	81%	83%	79%	93%	94%	86%	87%	80%	79%	92%	88%	84%	83%	82%	78%	
Q29. I trust my direct supervisor.		73%	80%	71%	74%	64%	87%	86%	77%	76%	68%	64%	89%	79%	73%	72%	69%	68%	
Q35. My direct supervisor effectively addresses inappropriate behaviour.		66%	73%	63%	64%	92%	88%	82%	69%	70%	62%	56%	83%	69%	64%	66%	63%	67%	
Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents.		70%	78%	67%	71%	64%	87%	86%	75%	72%	65%	58%	86%	75%	70%	68%	68%	66%	
Q37. I trust the people I work with.		67%	75%	64%	64%	71%	90%	85%	72%	69%	62%	61%	81%	72%	66%	63%	66%	64%	
Q45. I know what behaviors are expected of me.		92%	94%	92%	93%	93%	94%	98%	94%	94%	91%	86%	93%	92%	93%	92%	93%	93%	
Q46. The people I work with cooperate to get the job done.		76%	80%	74%	75%	79%	90%	84%	78%	79%	74%	75%	86%	75%	75%	75%	79%	76%	
Q47. There is cooperation between the different work groups within my business unit.		55%	60%	53%	62%	64%	87%	74%	57%	55%	52%	45%	77%	56%	54%	54%	52%	52%	
Q52. There is a strong culture of accountability in my work group.		65%	73%	63%	68%	86%	84%	84%	69%	67%	61%	50%	82%	67%	65%	63%	65%	67%	
Q70. I would report unethical behavior in my workplace if it occurs.		82%	88%	80%	85%	93%	100%	98%	83%	87%	77%	72%	89%	84%	82%	82%	81%	80%	
Q74. The City creates an environment that values diverse perspectives, talents and experiences.		69%	77%	66%	74%	79%	80%	88%	73%	74%	62%	62%	85%	73%	68%	67%	66%	66%	
Q76. I've noticed some positive changes in my work environment since the last survey.		37%	49%	33%	40%	62%	82%	75%	38%	42%	30%	30%	61%	40%	37%	37%	34%	37%	
Clear Leadership & Expectations		72	77	70	73	82	85	84	74	74	69	66	82	74	72	71	70	70	
Q1. I know and understand the current objectives of my business unit.		72%	79%	70%	72%	92%	94%	92%	71%	75%	69%	64%	83%	76%	72%	70%	70%	70%	
Q19. I have been given feedback about my job performance within the last 6 months.		59%	69%	56%	60%	79%	83%	76%	65%	60%	54%	41%	81%	64%	59%	59%	56%	53%	
Q20. My direct supervisor provides me with useful feedback.		61%	69%	59%	61%	79%	80%	74%	66%	64%	57%	49%	80%	66%	61%	60%	58%	55%	
Q23. My direct supervisor clearly communicates the expectations for my job.		67%	69%	66%	66%	79%	79%	78%	69%	66%	66%	59%	84%	70%	68%	66%	62%	63%	
Q27. My direct supervisor shares information I need to do my job.		69%	77%	66%	69%	71%	77%	85%	74%	72%	68%	61%	85%	72%	70%	67%	68%	64%	
Q45. I know what behaviors are expected of me.		92%	94%	92%	93%	93%	94%	98%	94%	94%	91%	86%	93%	92%	93%	92%	93%	93%	
Q48. I know what is expected of me in providing excellent customer service as an employee at The City.		89%	90%	88%	92%	93%	97%	95%	89%	91%	87%	81%	92%	90%	89%	88%	87%	90%	
Q50. My business unit communicates well with employees concerning issues that affect their job.		50%	56%	47%	56%	57%	90%	72%	51%	49%	47%	44%	73%	53%	49%	48%	46%	45%	
Q54. Senior management clearly communicates the City's goals and objectives.		51%	57%	49%	60%	79%	81%	74%	54%	51%	48%	43%	74%	56%	49%	50%	45%	49%	
Q71. Ethics and the Code of Conduct are discussed in my workplace.		73%	81%	70%	76%	86%	93%	94%	75%	82%	68%	65%	86%	73%	73%	72%	71%	74%	
Q73. Human rights are discussed in my workplace.		54%	62%	51%	58%	50%	90%	81%	56%	63%	51%	46%	71%	55%	54%	52%	54%	57%	
Civility & Respect		77	82	75	77	81	89	87	79	80	74	71	85	79	77	76	76	76	
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly.		76%	83%	74%	76%	71%	90%	86%	80%	81%	71%	69%	92%	80%	76%	75%	74%	73%	
Q35. My direct supervisor effectively addresses inappropriate behaviour.		66%	73%	63%	64%	92%	88%	82%	69%	70%	62%	58%	83%	69%	64%	66%	63%	67%	
Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents.		70%	78%	67%	71%	64%	87%	86%	75%	72%	65%	58%	86%	75%	70%	68%	68%	66%	
Q44. My coworkers treat me with respect.		81%	88%	78%	79%	79%	94%	91%	85%	86%	76%	75%	89%	83%	80%	80%	81%	82%	
Q46. The people I work with cooperate to get the job done.		76%	80%	74%	75%	79%	90%	84%	78%	79%	74%	75%	86%	75%	75%	75%	79%	76%	
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.		77%	84%	74%	76%	71%	97%	92%	80%	82%	73%	70%	89%	81%	77%	74%	75%	74%	
Q70. I would report unethical behavior in my workplace if it occurs.		82%	88%	80%	85%	93%	100%	98%	83%	87%	77%	72%	89%	84%	82%	82%	81%	80%	
Psychological Competencies & Requirements		75	81	73	75	78	88	86	79	78	72	70	84	78	75	74	74	74	
Q16. I am encouraged to use my skills and knowledge.		72%	82%	69%	75%	71%	90%	87%	79%	80%	67%	66%	85%	76%	74%	71%	71%	68%	
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.		63%	79%	57%	66%	64%	90%	89%	74%	72%	54%	53%	77%	68%	63%	63%	58%	57%	
Q29. I trust my direct supervisor.		73%	80%	71%	74%	64%	87%	86%	77%	76%	68%	64%	89%	79%	73%	72%	69%	68%	
Q37. I trust the people I work with.		67%	75%	64%	64%	71%	90%	85%	72%	69%	62%	61%	81%	72%	66%	63%	66%	64%	
Q44. My coworkers treat me with respect.		81%	88%	78%	79%	79%	94%	91%	85%	86%	76%	75%	89%	83%	80%	80%	81%	82%	
Q46. The people I work with cooperate to get the job done.		76%	80%	74%	75%	79%	90%	84%	78%	79%	74%	75%	86%	75%	75%	75%	79%	76%	
Growth & Development		68	76	65	69	79	82	83	71	73	64	61	80	70	68	66	67	67	
Q5. Overall, I am satisfied with development opportunities and/or training.		54%	62%	51%	56%	69%	77%	81%	53%	61%	46%	42%	75%	54%	51%	51%	52%	58%	
Q17. I am supported in my career development.		58%	70%	53%	59%	77%	79%	81%	63%	66%	52%	45%	79%	63%	58%	55%	55%	57%	
Q19. I have been given feedback about my job performance within the last 6 months.		59%	69%	56%	60%	79%	83%	76%	65%	60%	54%	41%	81%	64%	59%	59%	56%	53%	
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.		63%	79%	57%	66%	64%	90%	89%	74%	72%	54%	53%	77%	68%	63%	63%	58%	57%	
Q42. In my role, I have the opportunity to work with other City departments.		68%	87%	61%	68%	93%	100%	96%	80%	78%	57%	52%	71%	68%	68%	69%	69%	70%	
Q58. I am satisfied with the career options available to me at The City of Calgary.		62%	65%	60%	63%	79%	86%	78%	60%	68%	57%	55%	80%	61%	61%	60%	60%	64%	
Q60. Overall, I am satisfied with my work-life balance.		71%	75%	69%	73%	79%	50%	75%	76%	71%	68%	75%	85%	72%	70%	68%	71%	72%	
Q62. Over the past year I had opportunities at work for growth and development.		53%	65%	48%	49%	79%	83%	78%	55%	63%	47%	43%	75%	56%	51%	51%	49%	51%	

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Base Size:	7758	2011	5672	563	14	31	172	2062	1384	2043	356	379	1888	1846	1390	764	912
Recognition & Reward	64	70	62	66	71	77	76	67	66	60	57	76	67	64	62	62	61
Q6. I am truly appreciated for the contribution I make to my business unit.	56%	63%	53%	58%	77%	83%	79%	57%	58%	52%	46%	79%	61%	55%	52%	53%	52%
Q7. I am sufficiently rewarded for the effort that I put into my job.	46%	56%	43%	48%	71%	68%	70%	49%	50%	42%	36%	70%	51%	46%	42%	45%	42%
Q26. My direct supervisor shows appreciation when I do a good job.	67%	76%	64%	69%	71%	80%	79%	74%	71%	62%	59%	84%	73%	68%	66%	64%	62%
Q34. My direct supervisor asks how I like to be recognized for a job well done.	42%	49%	40%	45%	50%	54%	51%	47%	44%	38%	29%	53%	45%	44%	42%	38%	37%
Involvement & Influence	68	76	65	70	78	87	84	71	73	64	63	78	70	67	66	66	66
Q4. I am meaningfully involved in decisions that affect my job and me.	48%	63%	43%	50%	57%	84%	80%	52%	56%	40%	45%	68%	52%	46%	46%	46%	47%
Q18. My opinions are valued.	58%	76%	52%	59%	64%	90%	86%	68%	69%	49%	49%	78%	65%	56%	57%	53%	55%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	63%	79%	57%	66%	64%	90%	89%	74%	72%	54%	53%	77%	68%	63%	63%	58%	57%
Q24. I am able to decide how to do my job, as long as the work gets done.	73%	83%	69%	76%	86%	90%	88%	78%	81%	66%	70%	79%	74%	73%	72%	72%	74%
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity.	66%	75%	63%	65%	86%	97%	89%	66%	76%	61%	61%	81%	67%	63%	66%	66%	68%
Q50. My business unit communicates well with employees concerning issues that affect their job.	50%	56%	47%	56%	57%	90%	72%	51%	49%	47%	44%	73%	53%	49%	48%	46%	45%
Workload Management	74	80	72	76	87	84	85	78	77	71	71	81	76	74	73	75	75
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job.	62%	64%	61%	70%	79%	81%	64%	64%	58%	59%	59%	80%	65%	62%	58%	63%	59%
Q24. I am able to decide how to do my job, as long as the work gets done.	73%	83%	69%	76%	86%	90%	88%	78%	81%	68%	70%	79%	74%	73%	72%	72%	74%
Q39. I feel productive in my job.	80%	83%	79%	78%	93%	100%	90%	80%	84%	78%	77%	86%	81%	79%	80%	80%	82%
Q42. In my role, I have the opportunity to work with other City departments.	68%	87%	61%	66%	93%	100%	96%	80%	78%	57%	52%	71%	68%	68%	69%	69%	70%
Q59. My work arrangements are flexible enough to meet my needs.	71%	83%	67%	74%	86%	77%	89%	78%	75%	65%	70%	80%	72%	71%	69%	70%	73%
Q60. Overall, I am satisfied with my work-life balance.	71%	75%	69%	73%	79%	50%	75%	76%	71%	68%	75%	85%	72%	70%	68%	71%	72%
Psychological Engagement	76	80	75	75	83	85	86	77	79	75	74	83	78	77	75	76	76
Q10. I feel energized at work.	49%	56%	47%	46%	71%	71%	69%	49%	53%	46%	44%	70%	53%	49%	46%	46%	48%
Q11. When I'm at work, time goes by quickly.	62%	75%	58%	61%	79%	94%	87%	66%	72%	54%	54%	67%	65%	61%	62%	64%	64%
Q12. I am enthusiastic about my job.	65%	72%	63%	60%	71%	71%	84%	65%	71%	62%	61%	83%	70%	64%	62%	65%	64%
Q13. I can continue working for very long periods.	67%	72%	65%	67%	71%	74%	84%	65%	73%	66%	67%	78%	71%	68%	63%	67%	64%
Q14. I am proud of the work that I do.	83%	87%	82%	79%	86%	97%	94%	82%	88%	80%	82%	89%	83%	82%	83%	84%	86%
Q15. I feel happy when I am working hard.	82%	88%	80%	84%	86%	87%	92%	84%	87%	79%	77%	90%	85%	83%	81%	81%	80%
Q41. The work that I do is meaningful.	86%	88%	85%	81%	93%	100%	96%	85%	90%	83%	82%	92%	84%	86%	86%	86%	89%
Q55. I am proud to work at The City of Calgary.	84%	87%	84%	88%	85%	81%	94%	85%	87%	82%	81%	94%	86%	85%	84%	83%	82%
Balance	75	81	73	76	82	75	84	79	77	72	72	83	76	75	74	75	74
Q30. My efforts to live a healthy lifestyle are supported.	72%	82%	69%	74%	64%	69%	86%	81%	77%	66%	65%	86%	75%	73%	71%	71%	68%
Q59. My work arrangements are flexible enough to meet my needs.	71%	83%	67%	74%	86%	77%	89%	78%	75%	65%	70%	80%	72%	71%	69%	70%	73%
Q60. Overall, I am satisfied with my work-life balance.	71%	75%	69%	73%	79%	50%	75%	76%	71%	68%	75%	85%	72%	70%	68%	71%	72%
Psychological Protection	73	79	71	74	79	85	85	76	77	70	68	83	76	73	72	72	72
Q8. My work related stress is manageable.	58%	60%	58%	63%	64%	61%	63%	60%	55%	58%	56%	83%	64%	57%	53%	53%	55%
Q18. My opinions are valued.	58%	76%	52%	59%	64%	90%	86%	68%	69%	49%	49%	78%	65%	56%	57%	53%	55%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	63%	79%	57%	66%	64%	90%	89%	74%	72%	54%	53%	77%	68%	63%	63%	58%	57%
Q35. My direct supervisor effectively addresses inappropriate behaviour.	66%	73%	63%	64%	92%	88%	82%	69%	70%	62%	56%	83%	69%	64%	66%	63%	67%
Q44. My coworkers treat me with respect.	81%	88%	78%	79%	79%	94%	91%	85%	86%	76%	75%	89%	83%	80%	80%	81%	82%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	77%	84%	74%	76%	71%	97%	92%	80%	82%	73%	70%	89%	81%	77%	74%	75%	74%
Q70. I would report unethical behavior in my workplace if it occurs.	82%	88%	80%	85%	93%	100%	98%	83%	87%	77%	72%	89%	84%	82%	82%	81%	80%
Protection of Physical Safety	80	85	78	81	84	89	90	83	83	77	76	85	81	80	80	79	79
Q32. My direct supervisor regularly reinforces safe work practices.	81%	88%	79%	83%	79%	88%	90%	87%	87%	77%	77%	88%	83%	83%	82%	78%	79%
Q33. My direct supervisor addresses unsafe working conditions.	79%	88%	76%	84%	77%	90%	92%	86%	86%	75%	75%	87%	81%	81%	81%	76%	75%
Q63. I receive information about the safety hazards of my job.	78%	85%	75%	80%	79%	96%	92%	84%	83%	74%	69%	82%	79%	78%	78%	76%	76%
Q64. I have the training to do my job safely.	86%	93%	83%	88%	93%	100%	97%	90%	90%	81%	79%	89%	87%	86%	86%	84%	85%
Q65. I have the resources to do my job safely.	82%	92%	78%	87%	86%	93%	96%	89%	86%	76%	73%	91%	84%	82%	81%	78%	81%
Q66. Safety incidents are regularly discussed to reinforce learning.	70%	80%	67%	73%	86%	93%	92%	78%	77%	64%	66%	78%	71%	71%	71%	68%	70%
Q67. I am supported to speak up about unsafe conditions.	81%	91%	77%	85%	86%	97%	96%	89%	88%	76%	74%	90%	83%	82%	81%	78%	79%
Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work.	92%	97%	90%	91%	93%	100%	99%	95%	97%	89%	91%	97%	93%	92%	93%	91%	91%

Note: The grey highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.



Appendix C – Detailed Demographic Results

	LGBT Community		Indigenous		Disability		Ethnicity											
	Yes	No	Yes	No	Yes	No	African	Arab	British Isles	Caribbean	East & South-East Asian	European	French	Latin, Central & South American	North-American	Oceania	South Asian	West Asian
Base Size:	259	6904	240	7040	410	6926	173	105	2536	90	754	2497	420	143	1490	36	611	61
Employee Engagement	72	74	72	74	66	75	78	76	73	75	77	74	72	76	73	73	81	74
Q10. I feel energized at work.	43%	50%	46%	50%	36%	50%	65%	62%	44%	51%	61%	45%	42%	52%	46%	33%	69%	44%
Q11. When I'm at work, time goes by quickly.	54%	63%	57%	63%	48%	64%	72%	64%	60%	64%	74%	61%	60%	66%	59%	53%	74%	56%
Q12. I am enthusiastic about my job.	64%	66%	62%	66%	53%	67%	73%	67%	63%	66%	69%	64%	61%	72%	63%	61%	81%	62%
Q13. I can continue working for very long periods.	64%	68%	63%	68%	52%	68%	72%	67%	67%	69%	69%	65%	63%	66%	67%	64%	75%	62%
Q14. I am proud of the work that I do.	81%	83%	83%	83%	75%	84%	88%	83%	82%	83%	83%	83%	80%	83%	82%	83%	89%	85%
Q15. I feel happy when I am working hard.	79%	83%	75%	83%	70%	83%	88%	85%	83%	80%	83%	81%	79%	80%	81%	81%	91%	75%
Supervisor Relationship	71	74	69	74	62	74	73	72	73	72	78	74	71	75	73	72	77	72
Q16. I am encouraged to use my skills and knowledge.	72%	73%	67%	73%	53%	74%	71%	75%	73%	73%	80%	73%	67%	77%	73%	72%	74%	68%
Q17. I am supported in my career development.	55%	59%	49%	59%	37%	60%	59%	59%	59%	52%	65%	58%	54%	60%	58%	51%	62%	54%
Q18. My opinions are valued.	54%	60%	52%	60%	38%	60%	56%	58%	59%	55%	68%	60%	54%	67%	59%	58%	61%	57%
Q19. I have been given feedback about my job performance within the last 6 months.	57%	60%	53%	60%	46%	61%	67%	60%	58%	61%	69%	58%	56%	60%	56%	56%	70%	53%
Q21. I have a good working relationship with my direct supervisor.	76%	80%	73%	80%	63%	80%	83%	79%	78%	82%	84%	80%	77%	87%	79%	86%	87%	84%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	61%	64%	58%	64%	42%	65%	63%	59%	63%	62%	73%	63%	58%	66%	63%	58%	66%	56%
Q23. My direct supervisor clearly communicates the expectations for my job.	68%	68%	59%	68%	56%	68%	73%	68%	66%	60%	74%	66%	63%	68%	67%	57%	78%	58%
Q24. I am able to decide how to do my job, as long as the work gets done.	68%	73%	68%	74%	61%	74%	68%	78%	72%	67%	81%	73%	68%	80%	71%	81%	75%	72%
Q25. My direct supervisor encourages me to collaborate with my work group.	69%	72%	65%	72%	55%	73%	73%	69%	72%	68%	79%	72%	71%	74%	71%	71%	75%	71%
Q26. My direct supervisor shows appreciation when I do a good job.	64%	68%	61%	68%	52%	69%	74%	63%	66%	67%	77%	67%	63%	70%	68%	77%	75%	64%
Q27. My direct supervisor shares information I need to do my job.	65%	70%	66%	70%	57%	70%	72%	70%	68%	69%	75%	69%	67%	73%	69%	72%	77%	69%
Q28. I feel that my supervisor trusts me to act in The City's best interests.	80%	84%	79%	84%	72%	84%	81%	79%	84%	86%	85%	85%	84%	88%	84%	89%	89%	82%
Q29. I trust my direct supervisor.	69%	74%	66%	74%	56%	75%	79%	69%	73%	77%	79%	74%	73%	79%	73%	83%	87%	84%
Leadership Impact	61	66	60	66	54	66	70	70	64	67	72	64	62	68	64	62	74	66
Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents.	64%	71%	64%	71%	57%	71%	73%	71%	70%	74%	76%	71%	67%	78%	69%	74%	78%	66%
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity.	62%	67%	60%	67%	51%	67%	67%	75%	65%	65%	72%	67%	60%	65%	66%	64%	73%	66%
Q47. There is cooperation between the different work groups within my business unit.	52%	55%	51%	55%	40%	58%	59%	83%	51%	60%	68%	53%	44%	59%	51%	46%	67%	53%
Q49. My business unit puts the needs of citizens first in all actions, plans, and decisions.	63%	67%	66%	67%	57%	68%	79%	73%	63%	71%	78%	64%	57%	74%	64%	71%	80%	68%
Q50. My business unit communicates well with employees concerning issues that affect their job.	42%	50%	40%	51%	35%	51%	62%	60%	45%	47%	63%	46%	43%	59%	45%	42%	67%	55%
Q52. There is a strong culture of accountability in my work group.	63%	68%	60%	68%	53%	67%	74%	71%	63%	60%	74%	64%	60%	68%	62%	57%	84%	65%
Q53. My business unit has created a work environment that drives high performance.	48%	52%	46%	52%	37%	52%	64%	62%	46%	47%	62%	48%	42%	59%	50%	47%	70%	56%
Q54. Senior management clearly communicates the City's goals and objectives.	43%	52%	46%	52%	36%	53%	65%	64%	46%	53%	63%	48%	46%	55%	49%	46%	66%	50%
Q75. My business unit will act on the results of this survey.	43%	45%	36%	45%	25%	46%	52%	52%	41%	45%	59%	40%	39%	57%	40%	47%	62%	41%
Q76. I've noticed some positive changes in my work environment since the last survey.	38%	38%	33%	38%	22%	39%	49%	44%	34%	38%	51%	33%	30%	45%	34%	42%	50%	38%
Role Clarity	83	84	83	84	79	84	86	85	83	85	85	84	84	87	83	81	87	86
Q38. I see a connection between the work I do and the service my business unit provides.	82%	83%	78%	83%	72%	83%	85%	83%	82%	85%	86%	83%	83%	87%	81%	72%	86%	83%
Q39. I feel productive in my job.	82%	80%	81%	80%	68%	81%	81%	89%	78%	84%	84%	81%	79%	85%	79%	75%	86%	82%
Q40. I feel competent in my job.	91%	91%	95%	91%	86%	92%	90%	95%	92%	89%	90%	93%	92%	88%	92%	94%	91%	92%
Q41. The work that I do is meaningful.	86%	86%	85%	86%	74%	87%	89%	92%	85%	91%	88%	85%	86%	90%	84%	92%	94%	97%
Q45. I know what behaviors are expected of me.	90%	93%	91%	93%	86%	93%	92%	93%	92%	91%	94%	93%	90%	93%	93%	86%	96%	95%
Q48. I know what is expected of me in providing excellent customer service as an employee at The City.	91%	89%	85%	89%	81%	90%	89%	90%	88%	92%	92%	89%	88%	91%	88%	83%	94%	86%
Q51. I am held responsible for the work that I do.	85%	89%	86%	89%	83%	89%	91%	88%	87%	92%	91%	88%	88%	93%	88%	86%	95%	92%
Personal Growth	65	67	63	67	55	68	70	69	66	67	72	66	64	69	65	64	73	66
Q20. My direct supervisor provides me with useful feedback.	55%	62%	55%	62%	48%	63%	66%	61%	60%	58%	70%	61%	59%	66%	59%	53%	72%	61%
Q34. My direct supervisor asks how I like to be recognized for a job well done.	44%	43%	40%	43%	30%	43%	48%	44%	39%	42%	56%	39%	35%	47%	39%	54%	57%	31%
Q42. In my role, I have the opportunity to work with other City departments.	66%	68%	66%	68%	51%	69%	73%	73%	67%	70%	74%	69%	69%	67%	65%	64%	72%	73%
Q58. I am satisfied with the career options available to me at The City of Calgary.	59%	62%	57%	62%	43%	63%	69%	68%	60%	64%	69%	59%	57%	73%	61%	51%	71%	63%
Q61. Overall, I am satisfied with the on-the-job training I have received.	57%	61%	55%	61%	50%	62%	66%	68%	58%	60%	67%	59%	56%	67%	59%	60%	76%	55%
Q62. Over the past year I had opportunities at work for growth and development.	50%	53%	45%	54%	34%	54%	55%	57%	52%	52%	61%	52%	49%	56%	53%	50%	59%	48%
Team Culture	72	76	73	76	65	77	77	77	76	76	80	76	74	79	75	75	80	75
Q30. My efforts to live a healthy lifestyle are supported.	67%	73%	67%	73%	54%	74%	72%	72%	73%	76%	79%	72%	69%	75%	70%	73%	78%	64%
Q37. I trust the people I work with.	65%	68%	61%	68%	52%	68%	66%	66%	66%	60%	74%	67%	64%	71%	64%	61%	79%	72%
Q44. My coworkers treat me with respect.	71%	82%	78%	82%	65%	82%	83%	83%	81%	78%	86%	81%	79%	84%	80%	69%	87%	82%
Q46. The people I work with cooperate to get the job done.	73%	76%	74%	76%	62%	77%	82%	78%	76%	75%	81%	76%	72%	78%	71%	83%	84%	71%
Q59. My work arrangements are flexible enough to meet my needs.	62%	72%	70%	72%	53%	73%	70%	78%	70%	72%	79%	71%	69%	79%	71%	71%	72%	67%
Q60. Overall, I am satisfied with my work-life balance.	67%	71%	69%	71%	50%	72%	70%	76%	70%	78%	80%	70%	67%	80%	69%	78%	75%	72%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	69%	78%	73%	78%	57%	79%	76%	81%	78%	77%	83%	77%	73%	79%	75%	71%	84%	79%

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Appendix C – Detailed Demographic Results

	LGBT Community		Indigenous		Disability		Ethnicity											
	Yes	No	Yes	No	Yes	No	African	Arab	British Isles	Caribbean	East & South-East Asian	European	French	Latin Central & South American	North-American	Oceania	South Asian	West Asian
Base Size:	259	6904	240	7040	410	6926	173	105	2536	90	754	2497	420	143	1490	36	611	61
Safety Climate	78	81	75	81	71	81	81	80	80	79	83	81	79	84	80	74	82	77
Q31. When I've had a personal or health issue, my direct supervisor has supported me.	75%	81%	75%	81%	65%	81%	77%	75%	81%	75%	85%	82%	79%	88%	80%	82%	80%	72%
Q32. My direct supervisor regularly reinforces safe work practices.	78%	82%	75%	82%	70%	82%	79%	78%	82%	74%	85%	83%	79%	85%	81%	80%	83%	64%
Q33. My direct supervisor addresses unsafe working conditions.	75%	80%	75%	80%	70%	80%	79%	78%	80%	73%	83%	82%	76%	82%	81%	72%	78%	64%
Q35. My direct supervisor effectively addresses inappropriate behaviour.	61%	67%	60%	67%	54%	67%	66%	66%	65%	63%	71%	66%	61%	72%	65%	64%	75%	63%
Q56. The City offers programs and services to support my health and well-being.	73%	81%	68%	81%	66%	82%	82%	81%	81%	88%	85%	80%	77%	87%	78%	78%	83%	73%
Q63. I receive information about the safety hazards of my job.	75%	78%	69%	79%	60%	79%	79%	80%	76%	79%	84%	79%	75%	83%	76%	68%	80%	68%
Q64. I have the training to do my job safely.	83%	86%	79%	87%	74%	87%	86%	83%	86%	85%	89%	87%	86%	87%	86%	77%	89%	76%
Q65. I have the resources to do my job safely.	78%	82%	76%	83%	64%	83%	83%	82%	82%	82%	88%	82%	80%	89%	80%	76%	85%	78%
Q66. Safety incidents are regularly discussed to reinforce learning.	67%	71%	59%	71%	54%	71%	76%	80%	68%	73%	81%	68%	66%	80%	68%	69%	74%	77%
Q67. I am supported to speak up about unsafe conditions.	76%	82%	69%	82%	60%	83%	81%	82%	81%	83%	88%	83%	79%	84%	80%	64%	81%	75%
Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work.	91%	92%	89%	92%	85%	93%	92%	89%	93%	94%	94%	93%	93%	96%	92%	86%	95%	91%
Q70. I would report unethical behavior in my workplace if it occurs.	77%	82%	74%	83%	70%	83%	81%	83%	81%	82%	85%	82%	79%	87%	81%	74%	90%	69%
Q71. Ethics and the Code of Conduct are discussed in my workplace.	70%	73%	71%	74%	52%	75%	75%	75%	71%	76%	79%	73%	67%	78%	72%	60%	79%	69%
Employee Satisfaction Elements																		
Q1. I know and understand the current objectives of my business unit.	66%	73%	71%	73%	60%	73%	75%	79%	69%	66%	81%	70%	70%	75%	70%	64%	84%	73%
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly.	70%	77%	71%	77%	61%	78%	78%	72%	78%	79%	81%	78%	75%	80%	77%	75%	82%	84%
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job.	61%	63%	59%	63%	50%	63%	76%	70%	58%	65%	75%	60%	58%	70%	59%	61%	75%	64%
Q4. I am meaningfully involved in decisions that affect my job and me.	44%	49%	46%	49%	29%	50%	52%	62%	45%	50%	61%	48%	41%	59%	46%	49%	59%	52%
Q5. Overall, I am satisfied with development opportunities and/or training.	50%	54%	48%	54%	35%	55%	55%	62%	52%	59%	62%	52%	48%	65%	53%	61%	67%	53%
Q6. I am truly appreciated for the contribution I make to my business unit.	54%	57%	48%	57%	39%	58%	64%	61%	54%	55%	69%	53%	50%	63%	53%	42%	70%	59%
Q7. I am sufficiently rewarded for the effort that I put into my job.	42%	47%	42%	47%	29%	48%	53%	43%	46%	47%	56%	45%	41%	48%	44%	54%	56%	34%
Q8. My work related stress is manageable.	53%	59%	53%	59%	39%	60%	61%	56%	57%	68%	70%	56%	56%	65%	56%	58%	65%	57%
Employee Engagement Outcomes																		
Q9. Overall, I am satisfied with the quality of my work life in my business unit.	59%	65%	60%	65%	43%	68%	71%	67%	62%	67%	75%	63%	60%	74%	64%	71%	74%	69%
Q55. I am proud to work at The City of Calgary.	80%	85%	81%	85%	72%	86%	90%	87%	83%	90%	90%	83%	84%	89%	83%	86%	94%	88%
Q57. I would recommend the City of Calgary as an employer to a family member or friend.	78%	81%	75%	81%	68%	81%	89%	86%	79%	86%	86%	80%	78%	88%	79%	78%	90%	78%
Inclusion	68	71	67	72	59	72	71	72	71	71	76	71	69	74	70	68	76	68
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	61%	64%	58%	64%	42%	65%	63%	59%	63%	62%	73%	63%	58%	66%	63%	58%	66%	56%
Q34. My direct supervisor asks how I like to be recognized for a job well done.	44%	43%	40%	43%	30%	43%	48%	44%	39%	42%	56%	39%	35%	47%	39%	54%	57%	31%
Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents.	64%	71%	64%	71%	57%	71%	73%	71%	70%	74%	76%	71%	67%	78%	69%	74%	78%	66%
Q44. My coworkers treat me with respect.	71%	82%	78%	82%	65%	82%	83%	83%	81%	78%	86%	81%	79%	84%	80%	69%	87%	82%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	69%	78%	73%	78%	57%	79%	76%	81%	78%	77%	83%	77%	73%	79%	75%	71%	84%	79%
Q73. Human rights are discussed in my workplace.	51%	55%	54%	55%	39%	56%	53%	64%	53%	53%	60%	55%	52%	59%	52%	53%	60%	57%
Q74. The City creates an environment that values diverse perspectives, talents and experiences.	63%	70%	61%	70%	48%	71%	67%	77%	68%	67%	76%	69%	64%	76%	67%	58%	78%	65%
4 C's Framework																		
Character	74	79	74	79	69	79	80	77	78	78	81	79	77	80	78	76	84	79
Competence	72	74	71	74	65	75	78	77	73	75	78	74	72	77	73	70	79	75
Commitment	77	78	75	78	70	78	81	80	77	79	81	77	76	80	77	76	83	79
Collaboration	70	73	68	73	61	73	73	73	72	72	78	73	70	73	71	69	76	72

Note: The grey highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.

Appendix C – Detailed Demographic Results

	LGBT Community		Indigenous		Disability		Ethnicity											
	Yes	No	Yes	No	Yes	No	African	Arab	British Isles	Caribbean	East & South-East Asian	European	French	Latin, Central & South American	North American	Oceania	South Asian	West Asian
Base Size:	259	6904	240	7040	410	6926	173	105	2536	90	754	2497	420	143	1490	36	611	61
Mental Health	71	74	69	74	63	74	75	75	73	74	78	73	71	76	73	71	78	77
Psychological Support	76	79	75	79	68	79	79	77	79	76	81	79	78	83	78	77	81	73
Q21. I have a good working relationship with my direct supervisor.	76%	80%	73%	80%	63%	80%	83%	79%	78%	82%	84%	80%	77%	87%	79%	86%	87%	84%
Q31. When I've had a personal or health issue, my direct supervisor has supported me.	75%	81%	75%	81%	65%	81%	77%	75%	81%	75%	85%	82%	79%	88%	80%	82%	80%	72%
Q72. If I am faced with an ethical dilemma, I know where I can go for help in resolving the situation.	71%	74%	69%	74%	55%	75%	72%	75%	74%	65%	79%	74%	72%	78%	73%	63%	78%	65%
Organizational Culture	71	74	69	74	63	75	75	75	73	74	78	74	72	76	73	72	79	73
Q9. Overall, I am satisfied with the quality of my work life in my business unit.	59%	65%	60%	65%	43%	66%	71%	67%	62%	67%	75%	63%	60%	74%	64%	71%	74%	69%
Q25. My direct supervisor encourages me to collaborate with my work group.	69%	72%	65%	72%	55%	73%	73%	69%	72%	68%	79%	72%	71%	74%	71%	71%	75%	71%
Q28. I feel that my supervisor trusts me to act in The City's best interests.	80%	84%	79%	84%	72%	84%	81%	79%	84%	86%	85%	85%	84%	88%	84%	89%	89%	82%
Q29. I trust my direct supervisor.	69%	74%	66%	74%	56%	75%	79%	69%	73%	77%	79%	74%	73%	79%	73%	83%	87%	84%
Q35. My direct supervisor effectively addresses inappropriate behaviour.	61%	67%	60%	67%	54%	67%	66%	66%	65%	63%	71%	66%	61%	72%	65%	64%	75%	63%
Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents.	64%	71%	64%	71%	57%	71%	73%	71%	70%	74%	76%	71%	67%	78%	69%	74%	78%	66%
Q37. I trust the people I work with.	65%	68%	61%	68%	52%	68%	66%	66%	66%	60%	74%	67%	64%	71%	64%	61%	79%	72%
Q45. I know what behaviors are expected of me.	90%	93%	91%	93%	86%	93%	92%	93%	92%	91%	94%	93%	90%	93%	93%	86%	96%	95%
Q46. The people I work with cooperate to get the job done.	73%	76%	74%	76%	62%	77%	82%	78%	76%	75%	81%	76%	72%	78%	71%	83%	84%	71%
Q47. There is cooperation between the different work groups within my business unit.	52%	55%	51%	55%	40%	56%	59%	63%	51%	60%	68%	53%	44%	59%	51%	46%	67%	53%
Q52. There is a strong culture of accountability in my work group.	63%	66%	60%	66%	53%	67%	74%	71%	63%	60%	74%	64%	60%	68%	62%	57%	84%	65%
Q70. I would report unethical behavior in my workplace if it occurs.	77%	82%	74%	83%	70%	83%	81%	83%	81%	82%	85%	82%	79%	87%	81%	74%	90%	69%
Q74. The City creates an environment that values diverse perspectives, talents and experiences.	63%	70%	61%	70%	48%	71%	67%	77%	68%	67%	76%	69%	64%	76%	67%	58%	78%	65%
Q76. I've noticed some positive changes in my work environment since the last survey.	38%	38%	33%	38%	22%	39%	49%	44%	34%	36%	51%	33%	30%	45%	34%	42%	50%	38%
Clear Leadership & Expectations	69	72	68	72	63	73	75	74	71	72	77	71	70	74	71	67	78	72
Q1. I know and understand the current objectives of my business unit.	66%	73%	71%	73%	60%	73%	75%	79%	69%	66%	81%	70%	70%	75%	70%	64%	84%	73%
Q19. I have been given feedback about my job performance within the last 6 months.	57%	60%	53%	60%	46%	61%	67%	60%	58%	61%	69%	58%	56%	60%	56%	56%	70%	53%
Q20. My direct supervisor provides me with useful feedback.	55%	62%	55%	62%	48%	63%	66%	61%	60%	58%	70%	61%	59%	66%	59%	53%	72%	61%
Q23. My direct supervisor clearly communicates the expectations for my job.	66%	68%	59%	68%	56%	68%	73%	65%	66%	60%	74%	66%	63%	68%	67%	57%	78%	58%
Q27. My direct supervisor shares information I need to do my job.	65%	70%	66%	70%	57%	70%	72%	70%	68%	69%	75%	69%	67%	73%	69%	72%	77%	69%
Q45. I know what behaviors are expected of me.	90%	93%	91%	93%	86%	93%	92%	93%	92%	91%	94%	93%	90%	93%	93%	86%	96%	95%
Q48. I know what is expected of me in providing excellent customer service as an employee at The City.	91%	89%	85%	89%	81%	90%	89%	90%	88%	92%	92%	89%	88%	91%	88%	83%	94%	86%
Q50. My business unit communicates well with employees concerning issues that affect their job.	42%	50%	40%	51%	35%	51%	62%	60%	45%	47%	63%	46%	43%	59%	45%	42%	67%	55%
Q54. Senior management clearly communicates the City's goals and objectives.	43%	52%	46%	52%	36%	53%	65%	64%	46%	53%	63%	48%	46%	55%	49%	46%	66%	50%
Q71. Ethics and the Code of Conduct are discussed in my workplace.	70%	73%	71%	74%	52%	75%	75%	75%	71%	76%	79%	73%	67%	78%	72%	60%	79%	69%
Q73. Human rights are discussed in my workplace.	51%	55%	54%	55%	39%	56%	53%	64%	53%	53%	60%	55%	52%	59%	52%	53%	60%	57%
Civility & Respect	73	78	73	78	67	78	78	77	77	77	80	78	75	79	76	74	82	75
Q2. I am satisfied with the fairness and respect I receive on the job from the person I report to directly.	70%	77%	71%	77%	61%	78%	78%	72%	78%	79%	81%	78%	75%	80%	77%	75%	82%	84%
Q35. My direct supervisor effectively addresses inappropriate behaviour.	61%	67%	60%	67%	54%	67%	66%	66%	65%	63%	71%	66%	61%	72%	65%	64%	75%	63%
Q36. My direct supervisor leads by example in showing respect for employee's unique abilities, backgrounds, expertise and talents.	64%	71%	64%	71%	57%	71%	73%	71%	70%	74%	76%	71%	67%	78%	69%	74%	78%	66%
Q44. My coworkers treat me with respect.	71%	82%	78%	82%	65%	82%	83%	83%	81%	78%	86%	81%	79%	84%	80%	69%	87%	82%
Q46. The people I work with cooperate to get the job done.	73%	76%	74%	76%	62%	77%	82%	78%	76%	75%	81%	76%	72%	78%	71%	83%	84%	71%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	69%	78%	73%	78%	57%	79%	76%	81%	78%	77%	83%	77%	73%	79%	75%	71%	84%	79%
Q70. I would report unethical behavior in my workplace if it occurs.	77%	82%	74%	83%	70%	83%	81%	83%	81%	82%	85%	82%	79%	87%	81%	74%	90%	69%
Psychological Competencies & Requirements	73	76	72	76	64	76	76	75	75	74	79	76	73	77	75	74	80	74
Q16. I am encouraged to use my skills and knowledge.	72%	73%	67%	73%	53%	74%	71%	75%	73%	73%	80%	73%	67%	77%	73%	72%	74%	68%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	61%	64%	58%	64%	42%	65%	63%	59%	63%	62%	73%	63%	58%	66%	63%	58%	66%	56%
Q29. I trust my direct supervisor.	69%	74%	66%	74%	56%	75%	79%	69%	73%	77%	79%	74%	73%	79%	73%	83%	87%	84%
Q37. I trust the people I work with.	65%	68%	61%	68%	52%	68%	66%	66%	66%	60%	74%	67%	64%	71%	64%	61%	79%	72%
Q44. My coworkers treat me with respect.	71%	82%	78%	82%	65%	82%	83%	83%	81%	78%	86%	81%	79%	84%	80%	69%	87%	82%
Q46. The people I work with cooperate to get the job done.	73%	76%	74%	76%	62%	77%	82%	78%	76%	75%	81%	76%	72%	78%	71%	83%	84%	71%
Growth & Development	66	69	64	69	55	69	70	70	68	68	74	68	66	71	67	65	73	68
Q5. Overall, I am satisfied with development opportunities and/or training.	50%	54%	48%	54%	35%	55%	55%	62%	52%	59%	62%	52%	48%	56%	53%	61%	67%	53%
Q17. I am supported in my career development.	55%	59%	49%	59%	37%	60%	59%	59%	59%	52%	65%	58%	54%	60%	58%	51%	62%	54%
Q19. I have been given feedback about my job performance within the last 6 months.	57%	60%	53%	60%	46%	61%	67%	60%	58%	61%	69%	58%	56%	60%	56%	56%	70%	53%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	61%	64%	58%	64%	42%	65%	63%	59%	63%	62%	73%	63%	58%	66%	63%	58%	66%	56%
Q42. In my role, I have the opportunity to work with other City departments.	66%	68%	66%	68%	51%	69%	73%	73%	67%	70%	74%	69%	69%	67%	65%	64%	72%	73%
Q58. I am satisfied with the career options available to me at The City of Calgary.	59%	62%	57%	62%	43%	63%	69%	68%	60%	64%	69%	59%	57%	73%	61%	51%	71%	63%
Q60. Overall, I am satisfied with my work-life balance.	67%	71%	69%	71%	50%	72%	70%	76%	70%	78%	80%	70%	67%	80%	69%	78%	75%	72%
Q62. Over the past year I had opportunities at work for growth and development.	50%	53%	45%	54%	34%	54%	55%	57%	52%	52%	61%	52%	49%	58%	53%	50%	59%	46%

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Appendix C – Detailed Demographic Results

	LGBT Community		Indigenous		Disability		Ethnicity											
	Yes	No	Yes	No	Yes	No	African	Arab	British Isles	Caribbean	East & South-East Asian	European	French	Latin, Central & South American	North American	Oceania	South Asian	West Asian
Base Size:	259	6904	240	7040	410	6926	173	105	2536	90	754	2497	420	143	1490	36	611	61
Recognition & Reward	62	64	59	65	51	65	67	64	63	66	72	63	61	66	62	63	71	62
Q6. I am truly appreciated for the contribution I make to my business unit.	54%	57%	48%	57%	39%	58%	64%	61%	54%	55%	69%	53%	50%	63%	53%	42%	70%	59%
Q7. I am sufficiently rewarded for the effort that I put into my job.	42%	47%	42%	47%	29%	48%	53%	43%	46%	47%	56%	45%	41%	48%	44%	54%	56%	34%
Q26. My direct supervisor shows appreciation when I do a good job.	64%	68%	61%	68%	52%	69%	74%	63%	66%	67%	77%	67%	63%	70%	68%	77%	75%	64%
Q34. My direct supervisor asks how I like to be recognized for a job well done.	44%	43%	40%	43%	30%	43%	48%	44%	39%	42%	56%	39%	35%	47%	39%	54%	57%	31%
Involvement & Influence	64	68	63	68	56	69	68	70	67	68	74	68	65	71	67	66	72	67
Q4. I am meaningfully involved in decisions that affect my job and me.	44%	49%	46%	49%	29%	50%	52%	62%	45%	50%	61%	48%	41%	59%	46%	49%	59%	52%
Q18. My opinions are valued.	54%	60%	52%	60%	38%	60%	56%	58%	59%	55%	68%	60%	54%	67%	59%	58%	61%	57%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	61%	64%	58%	64%	42%	65%	63%	59%	63%	62%	73%	63%	58%	66%	63%	58%	66%	56%
Q24. I am able to decide how to do my job, as long as the work gets done.	68%	73%	68%	74%	61%	74%	68%	78%	72%	67%	81%	73%	68%	80%	71%	81%	75%	72%
Q43. In my business unit, employees are encouraged to take action when they see a problem or opportunity.	62%	67%	60%	67%	51%	67%	67%	75%	65%	65%	72%	67%	60%	65%	66%	64%	73%	66%
Q50. My business unit communicates well with employees concerning issues that affect their job.	42%	50%	40%	51%	35%	51%	62%	60%	45%	47%	63%	46%	43%	59%	45%	42%	67%	55%
Workload Management	72	75	72	75	65	75	77	77	74	76	79	75	73	79	73	73	78	76
Q3. I have the resources (information, tools, supplies, equipment, people, etc.) to do my job.	61%	63%	59%	63%	50%	63%	76%	70%	58%	65%	75%	60%	58%	70%	59%	61%	75%	64%
Q24. I am able to decide how to do my job, as long as the work gets done.	68%	73%	68%	74%	61%	74%	68%	78%	72%	67%	81%	73%	68%	80%	71%	81%	75%	72%
Q39. I feel productive in my job.	82%	80%	81%	80%	68%	81%	81%	89%	78%	84%	84%	81%	79%	85%	79%	75%	86%	82%
Q42. In my role, I have the opportunity to work with other City departments.	66%	68%	66%	68%	51%	69%	73%	73%	67%	70%	74%	69%	69%	67%	65%	64%	72%	73%
Q59. My work arrangements are flexible enough to meet my needs.	62%	72%	70%	72%	53%	73%	70%	78%	70%	72%	79%	71%	69%	79%	71%	71%	72%	67%
Q60. Overall, I am satisfied with my work-life balance.	67%	71%	69%	71%	50%	72%	70%	76%	70%	78%	80%	70%	67%	80%	69%	78%	75%	72%
Psychological Engagement	75	77	74	77	69	77	81	79	76	78	79	76	75	79	76	76	83	77
Q10. I feel energized at work.	43%	50%	46%	50%	36%	50%	65%	62%	44%	51%	61%	45%	42%	52%	46%	33%	69%	44%
Q11. When I'm at work, time goes by quickly.	54%	63%	57%	63%	48%	64%	72%	64%	60%	64%	74%	61%	60%	68%	59%	53%	74%	56%
Q12. I am enthusiastic about my job.	64%	66%	62%	66%	53%	67%	73%	67%	63%	66%	69%	64%	61%	72%	63%	61%	81%	62%
Q13. I can continue working for very long periods.	64%	68%	63%	68%	52%	68%	72%	67%	67%	69%	69%	65%	63%	66%	67%	64%	75%	62%
Q14. I am proud of the work that I do.	81%	83%	83%	83%	75%	84%	88%	83%	82%	83%	83%	83%	80%	83%	82%	83%	89%	85%
Q15. I feel happy when I am working hard.	79%	83%	75%	83%	70%	83%	88%	85%	83%	80%	83%	81%	79%	80%	81%	81%	91%	75%
Q41. The work that I do is meaningful.	86%	86%	85%	86%	74%	87%	89%	92%	85%	91%	88%	85%	86%	90%	84%	92%	94%	97%
Q55. I am proud to work at The City of Calgary.	80%	85%	81%	85%	72%	86%	90%	87%	83%	90%	90%	83%	84%	89%	83%	86%	94%	88%
Balance	71	75	72	75	63	76	75	75	75	77	80	75	73	80	74	74	78	73
Q30. My efforts to live a healthy lifestyle are supported.	67%	73%	67%	73%	54%	74%	72%	72%	73%	76%	79%	72%	69%	75%	70%	73%	78%	64%
Q59. My work arrangements are flexible enough to meet my needs.	62%	72%	70%	72%	53%	73%	70%	78%	70%	72%	79%	71%	69%	79%	71%	71%	72%	67%
Q60. Overall, I am satisfied with my work-life balance.	67%	71%	69%	71%	50%	72%	70%	76%	70%	78%	80%	70%	67%	80%	69%	78%	75%	72%
Psychological Protection	70	74	69	74	62	74	74	73	73	74	78	74	71	76	73	70	77	71
Q8. My work related stress is manageable.	53%	59%	53%	59%	39%	60%	61%	56%	57%	68%	70%	56%	56%	65%	56%	58%	65%	57%
Q18. My opinions are valued.	54%	60%	52%	60%	38%	60%	56%	58%	59%	55%	68%	60%	54%	67%	59%	58%	61%	57%
Q22. I am encouraged to share my knowledge, ideas, opinions and new ways of doing things.	61%	64%	58%	64%	42%	65%	63%	59%	63%	62%	73%	63%	58%	66%	63%	58%	66%	56%
Q35. My direct supervisor effectively addresses inappropriate behaviour.	61%	67%	60%	67%	54%	67%	66%	66%	65%	63%	71%	66%	61%	72%	65%	64%	75%	63%
Q44. My coworkers treat me with respect.	71%	82%	78%	82%	65%	82%	83%	83%	81%	78%	86%	81%	79%	84%	80%	69%	87%	82%
Q69. I feel accepted and supported in my workplace regardless of my individuality, abilities, background and perspectives.	69%	78%	73%	78%	57%	79%	76%	81%	78%	77%	83%	77%	73%	79%	75%	71%	84%	79%
Q70. I would report unethical behavior in my workplace if it occurs.	77%	82%	74%	83%	70%	83%	81%	83%	81%	82%	85%	82%	79%	87%	81%	74%	90%	69%
Protection of Physical Safety	78	80	75	81	71	81	81	81	80	79	83	81	79	84	80	73	82	77
Q32. My direct supervisor regularly reinforces safe work practices.	78%	82%	75%	82%	70%	82%	79%	78%	82%	74%	85%	83%	79%	85%	81%	80%	83%	64%
Q33. My direct supervisor addresses unsafe working conditions.	75%	80%	75%	80%	70%	80%	79%	78%	80%	73%	83%	82%	78%	82%	81%	72%	78%	64%
Q63. I receive information about the safety hazards of my job.	75%	78%	69%	79%	60%	79%	79%	80%	76%	79%	84%	79%	75%	83%	76%	68%	80%	68%
Q64. I have the training to do my job safely.	83%	86%	79%	87%	74%	87%	86%	83%	86%	85%	89%	87%	86%	87%	86%	77%	89%	76%
Q65. I have the resources to do my job safely.	78%	82%	76%	83%	64%	83%	83%	82%	82%	82%	88%	82%	80%	89%	80%	76%	85%	78%
Q66. Safety incidents are regularly discussed to reinforce learning.	67%	71%	59%	71%	54%	71%	76%	80%	68%	73%	81%	68%	66%	80%	68%	69%	74%	77%
Q67. I am supported to speak up about unsafe conditions.	76%	82%	69%	82%	60%	83%	81%	82%	81%	83%	88%	83%	79%	84%	80%	64%	81%	75%
Q68. I understand that it is my responsibility to make sure my colleagues and I stay safe at work.	91%	92%	89%	92%	85%	93%	92%	89%	93%	94%	94%	93%	93%	96%	92%	86%	95%	91%

Note: The grey highlighted cell is significantly higher than the other cell in its sub-group. Significant differences for multi-choice groups are not shown, please contact your HR Business Partner for further detail. Data with fewer than 10 responses are suppressed.